

EMPATHIA



**RECENT CRISIS bRESPONSE
ACTIVATIONS
AND
LESSONS LEARNED**



**DISTRICTS MUTUAL INSURANCE
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| *Collaborators in Risk Management* |

April 2017 - Risk Mitigation Seminar

1 Lesson Learned



Irrespective of disaster type, what people want and need most is

INFORMATION



Is my loved one ok?

Where is he/she?

What happens next ?



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Crisis Call Center

- Augments the College's resources and capacity
- Operationally ready < 1 hour
- 60 headquarters-based seats and 150+ virtual
- Staffed by trained behavioral health professionals
- Leverage technology
 - Cloud hosted telecom
 - Incident-specific messaging
 - Client-specific menu options
 - ICount app and texting option to account for people



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Chronology: 2015 - YTD 2017

- March 2015 Data Breach
- June 2015 Aircraft Accident
- Oct 2015 Aircraft Incident
- Oct 2016 Natural Disaster
- Jan 2017 Active Shooter
- Feb 2017 Workplace Explosion
- March 2017 Study Abroad Incident



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Data Breach March 2015

- Insurance company
- Contacted the FBI
- Name, DOB, SS#, bank account, clinical info compromised
- Letters mailed to \$11M policyholders
- possibly affected



The Message

- We value the trust you place in us and regret the concern the incident may cause you
- Want to make this event our burden, not yours
- Two years' of free credit monitoring and identify protection services through Experian
- Information dates back 12 + years; Individuals who believe they have been affected but who have not received a letter by xxx, should call toll-free #
- Sincerely regret the frustration and concern this has caused you

Beyond Credit Monitoring & Identify Theft Protection



We pay you people a lot of money for our coverage every month, and our rates have gone up significantly over the past two years. Significantly. How can you guarantee my husbands and my own personal information will be safe in the future? This is a scathing breach of security. What are you doing for me now?



What's Your Data Breach Plan ?

Aircraft Accident

June 2015



- Alaska- mountainous terrain
- 8 passengers
- Pilot
- All fatal
- 4 Day Response



Response

- Passengers were guests on an Alaskan cruise
- Airline consisted of 40 employees
 - Held certificate of public convenience
- Cruise Line CARE Team stepped in to staff Family Assistance Center (FAC)
 - Empathia deployed to support Cruise Line / CARE Team
 - Interface with authorities
- Crisis Call Center “stood down” because State Troopers made notifications



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Lessons Learned

- Law Enforcement needs Notification Training
- Consider all attributes of a Family Assistance Center
- Expediency & efficiency of authorities at FAC very helpful
- Emphasize boundaries and disengagement in training and carefully monitor during a response
- What are viewed as *crucial* facts may be person-specific
- Do not assign employees to clean up



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Does your Plan include provisions for a Family Assistance Center?

Do you know for certain that the site remediation company will assist with human remains and recovery & return of personal effects?

Have you included a local locksmith within your Plan?



Aircraft Incident

Oct 2015



- 90 Passengers ; 11 Crew
- Most were Venezuelan citizens
- 21 Injured and transported to hospital
- 5 Day Response

Response

- Company not prepared
- Could not account for people
- Crew was primary focus
- Crisis Call Center processed mostly complaint and luggage-related inquiries
- Passengers unwilling to get on another aircraft
- “Helpers” established FAC independent of company
- Language and cultural issues



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Lessons Learned

- An accounting for people process should be foundation of any plan
- “Helpers” can easily add to the chaos
- “Grief to Greed” and “15 Minutes of Fame”
- Red Cross & hospital systems may disregard the “HIPPA waiver” and its intended purpose
- Who speaks and how really does matter



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- 1) Prepare Yourself
- 2) Display Command Presence
- 3) Show Compassion
- 4) Demonstrate Transparency
- 5) Project Credibility
- 6) Remember Your Message



NAME OF AIRLINE'S **Unbelievable Engine Fire Press Release**

After today's engine problem that prevented on time departure of [NAME OF AIRLINE flight 2D 0405, airline has successfully organized subservice with partner airline in order to assure passengers are protected to their final destination.

**SOUTH FLORIDA
BUSINESS JOURNAL**

No one answered at the airlines' listed headquarters in North Carolina.

Sometimes the Client is a significant risk

Hurricane Matthew: Effect on a Florida College

October 2016





College's public phone #s inundated with calls from parents concerned about their student sons/daughters



What did parents want to know?

- Can't reach son/daughter - Is he/she ok?
- Does college have a Safety Plan?
- What are the policies re: hurricanes?
 - What does lockdown mean?
 - Why not evacuate?
 - Where is gathering space?
- Structural integrity of buildings?
- Generator?
- Food and water ?



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Lessons Learned

- If message is not clear, automated notifications can create more chaos
- Keep website current at all times
 - Include map of campus with names of buildings
 - Publish Crisis Call Center # early on - Some need “human touch”
- Continuously update answers to FAQs
- Create a single page with bullet points that describes how the school has prepared for this scenario
- Implement multi-modal communication strategies



Does your Plan include a variety of communication mechanisms?

Do you know what happens if you immediately re-dial a # from a cell phone?

Will key ER Team members have access to back up power for cell phones?

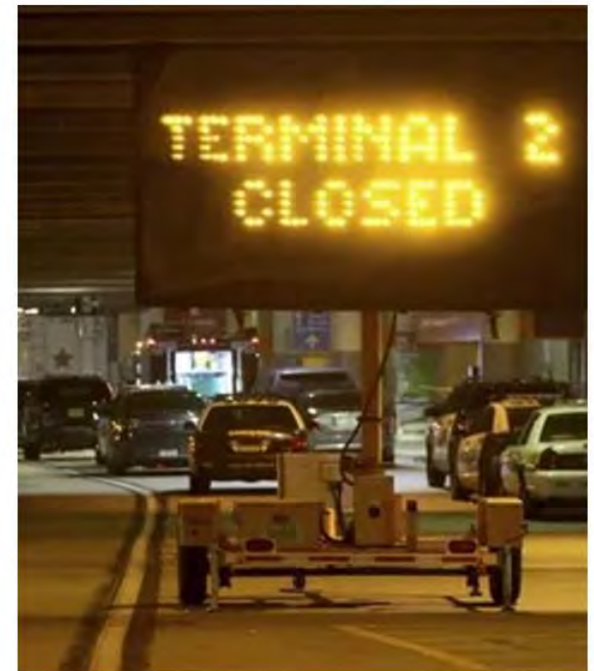
Have evacuation and shelter in place procedures been exercised ?



Airport Shooting

Jan 2017

- FLL Terminal 2
- 300 flights cancelled
- 10,000 people bussed off site
- 25,000 pieces of baggage left behind



UPDATE 2:05 p.m. ET — *Time* is reporting that five people have died in the shooting.

Five people killed in shooting at Fort Lauderdale airport
<https://t.co/x3UMxJt8jl>

— TIME (@TIME) [January 6, 2017](#)

UPDATE 2:16 p.m. ET — The Broward County Sheriff's Office is now reporting that eight people were injured in the attack.

Update: Eight people were injured and transported to an area hospital.

— Broward Sheriff (@browardsheriff) [January 6, 2017](#)

UPDATE 2:28 PM ET: Some additional action occurred at the airport, with more shots being fired.

Witness: "We're down. We're down on the ground. They said there's something going on outside in the garage."

[#FortLauderdale pic.twitter.com/079p7Tldkk](#)

— Fox News (@FoxNews) [January 6, 2017](#)

BREAKING: Broward SO sources telling me shots now being exchanged in parking garage at FLL Airport.

[#ftlauderdale shooting](#)

— John Cardillo (@johncardillo) [January 6, 2017](#)

Time reports 5 killed

8 Injured and transported to local hospitals

FOX News: Shots being fired in parking garage

UPDATE 2:48 PM ET: TSA reported at 2:33 PM ET that there was an active shooter on the scene, indicating another shooter.

Update: Active shooter at [#FLL](#). Shelter in place. Airport closed.

— TSA (@TSA) [January 6, 2017](#)

**TSA reports another
Shooter on premise;
Airport is closed**

**Mayor indicates 13
people have been taken
to hospitals**

UPDATE 2:52 PM ET: Broward County Mayor Barbara Sharief told CNN that 13 people have been transported to area hospitals.

UPDATE 3:19 PM ET: NBC News: There's no indication so far from any official source that there was a second shooting or second shooter at Fort Lauderdale.

NBC News: There's no indication so far from any official source that there was a second shooting or second shooter at Fort Lauderdale.

**NBC News: No
indication of second
shooting or second
shooter**

**13 shot in total – 8
injured, 5 dead**

**Broward County Sheriff:
Shooter in custody and is
unharmd; Was a
passenger on a Canadian
flight from Alaska;
Dismissed any reports of
a 2nd shooting or shooter**

UPDATE 3:40 PM ET: Broward County Sheriff updated the numbers of casualties. 13 people shot in total. Eight injured and five dead. Also, airport will not be reopened until they have verified there is no additional threat.

UPDATE 3:30 PM ET: Law enforcement addressed the media to give an update on the situation. The shooter is in custody and unharmed, stating that he was not shot by police.. It is also being reported that Santiago was a passenger on a Canadian flight from Alaska and had a checked gun. He reportedly loaded the gun in the restroom and came out shooting in baggage claim. Sheriff Scott Israel dismissed any reports of an additional shooting in Terminal One.

UPDATE 4:36 PM ET: Air Canada is saying that Santiago was not on one of their flights.

UPDATE: Air Canada says Fort Lauderdale shooting suspect was not on one of their flights, according to statement from spokesman.

— CBS News (@CBSNews) [January 6, 2017](#)

Air Canada confirms that shooter was not a passenger on any of their flights

CBS News: Shooter spoke with FBI in November, claiming he was being forced to fight for ISIS

UPDATE 5:45 PM ET: Santiago spoke with the FBI in November, telling them he felt he was being forced to fight for ISIS. His aunt also said “he lost his mind” while serving in Iraq.

NEW: In Nov. 2016, FLL suspect walked into FBI office in Anchorage, claiming he was being forced to fight for ISIS, sources tell CBS News.

— CBS News (@CBSNews) [January 6, 2017](#)

FOX News: Airport to remain closed

UPDATE 7:55 PM ET: Per Fox News, the airport will remain closed for the rest of the evening.

Response

- Cruise Line concerned about persons coming into Fort Lauderdale Airport for next day cruise
- Airport scene was chaotic for several hours
- 2 ships' departures were to be delayed
- Cruise Line provided print material on board that indicated that telephonic counseling was available for anyone affected by FLL incident
- Crisis call center staffed for 24 hours



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Lessons Learned

- People are amazingly resilient
- Don't take anything for granted

The mood aboard the Holland American Eurodam ship late Saturday was "subdued," said Sandy Robertson, a 61-year-old retired school principal from the Chicago area.

Although Robertson and her husband Tom arrived before the shooting happened, others passengers aboard the ship had lived through the ordeal.

As Robertson was headed to dinner Saturday night before the ship left port, she was reflective. A veteran of 10 cruises, she noted that the ship's captain was making more announcements than usual, and had thanked the passengers for being patient. She also discovered at least one of the victims who died was scheduled to be on her ship.

"We're all kind of feeling like, 'Oh my gosh, here we are on this beautiful cruise ship and these families were affected,'" she said. "I look at this beautiful ship right now and am having dinner thinking about folks who are supposed to be here."

- Social media likely to report unverified facts
- It's never wrong to do the right thing

College Gun Violence

*Analysis * included :*

- 190 Incidents
- 142 Colleges : 2- and 4- year campuses
- Enrollment ~ 2.5 million
- School Years : 2001-2016
- At least one person intentionally shot (excluding the shooter)

*** Citizens Crime Commission of NYC Oct 2016**



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College Gun Violence *

| Timeframe (School Years) | # Shootings | % Change | # Casualties (killed/wounded) |
|-----------------------------|-------------|----------|----------------------------------|
| 2001-2006 | 40 | ----- | 61 |
| 2006-2011 | 49 | + 23% | 168 |
| 2011-2016 | 101 | + 153 % | 208 (+ 241%) |
| TOTAL | 190 | | 167 killed 270 wounded |

* Citizens Crime Commission of NYC Oct 2016



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College Gun Violence *

- 64% Shootings occurred in what region of the U.S?
- Of those shot, rank order ?
 - Students ? Employees/Faculty? Former students? Not associated?
- Among shooters, rank order?
 - Students ? Employees/Faculty? Former students? Not associated?
- Circumstances leading to the shooting – rank order?
 - Robbery? Drugs? Domestic violence? Dispute? Targeted ? Denied access to a party ? Rampage?

* Citizens Crime Commission of NYC Oct 2016



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Have your employees and faculty had active shooter training ? Students?

Have you practiced Evacuation Exercises ?
Lock Down? ?

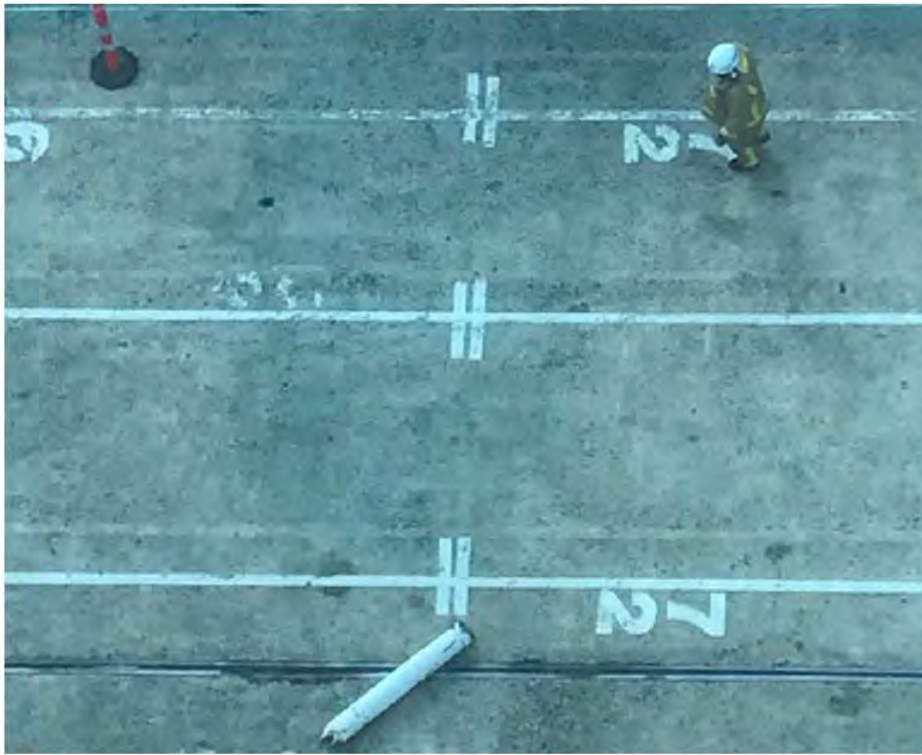
Does college's All Hazards Campus Emergency Plan include a Campus Violence Prevention Plan?

“Workplace” Explosion

Feb 2017



- 3,080 passengers
- 1,200 crew



- Explosion of nitrogen cylinder
- Blast heard 2 miles away
- Crew member lost limb and later died
- Directly witnessed by 5 people: 2 Couples and a Tour Operator

Response

- Cruise Line identified “most affected guests”
- Counselor boarded ship and met with individual and 2 couples
- All 5 requested telephonic follow up with Counselor
- Made outreach calls at time of incident to:
 - Normalize reactions
 - Promote resiliency
 - Identify support and resources
 - Offer mindfulness, relaxation and grounding techniques
- Made outreach calls again at 1 and 2 weeks



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Lessons Learned

- People want to be acknowledged and listened to
- Some will use familiar support systems rather than use services
- Impact of traumatic incident higher among those who have medical/psychological issues
- As part of ER Plan, discuss and consider what post-incident support will be made available



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Study Abroad/ Impact Travel

March 2017



- Group of 20 College Students and Faculty
- Student jumped overboard in an attempted suicide
- Also witnessed by guests

Response

- Deployed New Zealand counselor to the ship for group and individual debriefings
- Offered telephonic counseling to students, faculty and other witnesses
- Travel arrangements and accommodations coordinated for Student's mother



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Duty of Care

Organizations that fail to protect their people risk significant legal, financial and reputational damage.

Protect
Your
People

Protect
Your
Investment

Protect
Your
Organization

Does your Program include Travel Risk Management?

What does the policy include?

Best practices include proactive and reactive elements



Proactive Elements

- Live webinars
- Recorded or on-site trainings
- Pre-trip assessments
- Traveler education
- Online Traveler resource center
- Global risk monitoring



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Reactive Services

- Medical, Travel and Security Assistance
- International medical expenses with travel insurance and AD&D
- Medically necessary repatriation
- Emergency travel
- Security evacuation
- Repatriation of remains



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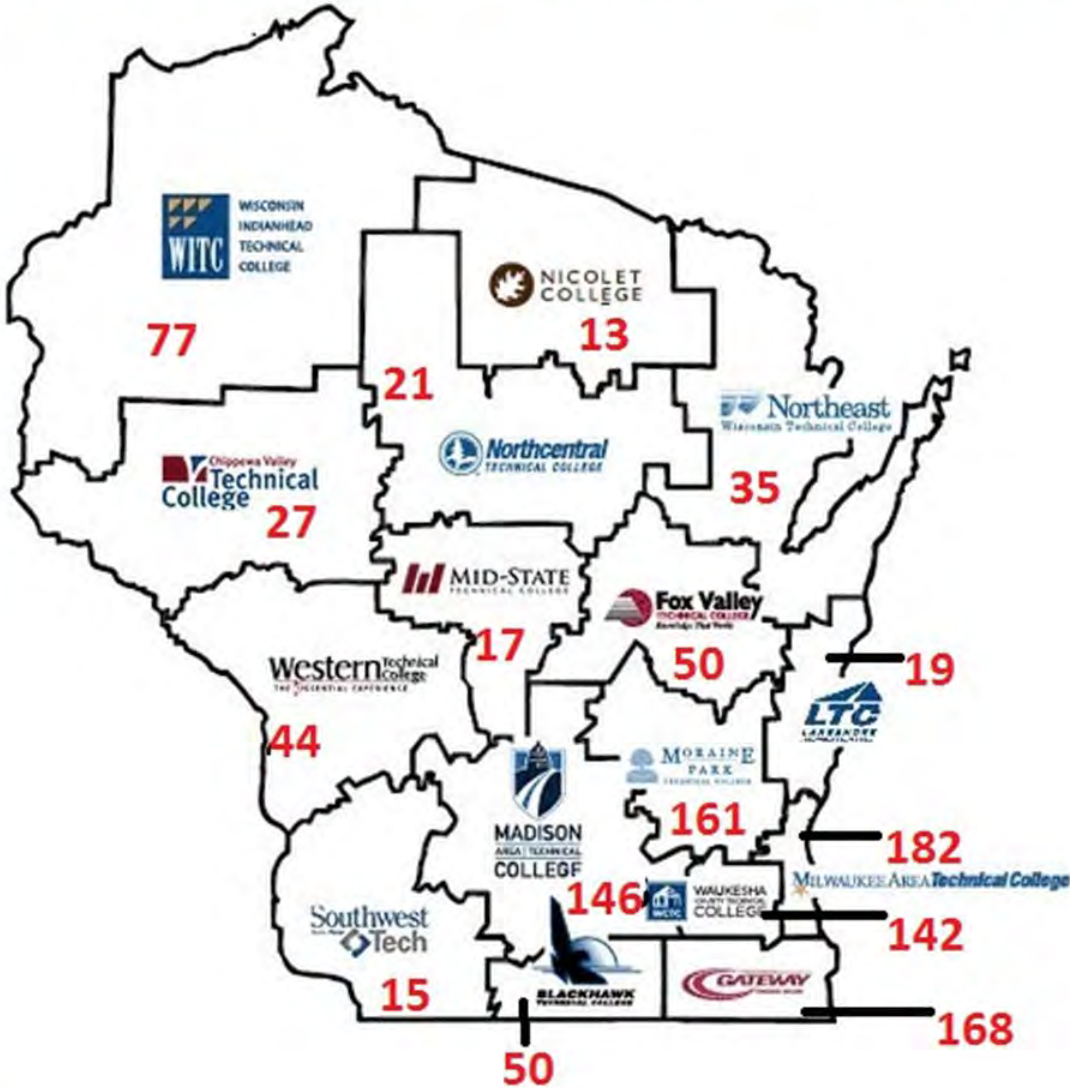
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Summary of 29 Campuses' Critical Incidents: 2015- YTD 2017

| YEAR | Student Death | Student Suicide | Employee/ Faculty Death | Employee / Faculty Suicide | Death/ Injury due to violence | | Death/ Injury due to traffic/ transportation accident | | Other | | # Cases / Persons Served | # Hours of Service |
|--------------|---------------|-----------------|-------------------------|----------------------------|-------------------------------|----|---|---------------|---------|----|--------------------------|--------------------|
| | | | | | Student | EE | Student | EE | Student | EE | | |
| # Cases | | | | | Student | EE | Student | EE | Student | EE | | |
| 2015 | 3 | 1 | 2 | 1 | 1 3 people | 0 | 3 3 people | 1 1 person | 1 | 0 | 13/ 22 | 70.75 |
| 2016 | 1 | 5 | 1 | 1 | 1 1 person | 0 | 3 6 people | 0 | 4 | 0 | 16/ 80 | 143.0 |
| 2017 | 2 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 9/ 296 | 636.0 |
| Total | 6 | 11 | 3 | 2 | 2 4 people | 0 | 6 9 people | 1 1 / 1 | 7 | 0 | 38/ 398 | 849.75 |

Empathia Responders per Region



For questions or additional information, please contact :

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Thank you!



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