

Alaska Airlines



*Compassionate Assistance Relief Effort
Field Manual*

Horizon Air

© Alaska Air Group All right reserved. No portion of this material may be used or reproduced without the written permission of Alaska Airlines/Horizon Air Emergency Response Department.

Table of Contents

SECTION 1: Pre-activation Info

- a) Self Assessment Page 6
- b) Healthy Helping Page 7
- c) Activation Checklist Page 8
- d) Packing List Page 9
- e) Expectations Page 10
- f) Administrative CARE Page 12
- g) CARE Team Organization Page 13

SECTION 2: Personal Contact Info

- a) Personal Contact Information Page 15
- b) CARE Team Contact Info Page 16

SECTION 3: Passenger Contact Info

- a) Passenger Information Page 19
- b) Family Information Page 20
- c) Flight Information Page 25

SECTION 4: References

- a) CARE Conference Calls Page 28
- b) Company Resources Page 29
- c) NTSB Information Page 30
- d) Kenyon International Page 32
- e) American Red Cross Page 33
- f) Other Phone Contacts Page 34

SECTION 5: Agency Tasks

- a) Local Government Role Page 36
- b) NTSB Page 37
- c) Operating Airline Page 38
- d) American Red Cross Page 39
- e) Dept. of Health/Human Serv. Page 40
- f) Department of State Page 40
- g) FEMA Page 41
- h) Dept. of Justice Page 41

SECTION 6: Timeline of Events

- a) The Event Occurs Page 42
- b) The First 24 hours Page 43
- c) 2-7 days Page 43
- d) 7 days or longer Page 44
- e) 1 month or longer Page 44

SECTION 7: Guidelines

- a) Clothing: What to Wear Page 45
- b) CARE Team Conduct Page 46
- c) Alcohol Page 47
- d) What to Say: Media Page 51
- e) What to Say: The Public Page 52
- f) NTSB Briefings Page 54
- g) Ante-Mortem Interviews Page 55
- h) Medical Records Page 56
- i) Accompanying Remains Page 57

SECTION 8: Finance

- a) Survivor/Family Expenses Page 59
- b) Extravagant Expenses Page 60
- c) CARE Team Expenses Page 61
- d) Reminders Page 62

SECTION 9: Assessing & Meeting Needs

- a) Reactions to Trauma Page 63
- b) Ways to Meet Needs Page 65

SECTION 10: Communication

- a) Crisis Communication Page 66
- b) Verbiage Page 70
- c) Challenging Comments Page 71
- d) Body Language Page 73

SECTION 11: Challenging Situations

- a) Survivor Guilt Page 74
- b) Intoxicated People Page 75
- c) Non-Communicative People Page 76
- d) Verbally Abusive People Page 77

SECTION 12: Disengaging

- a) When Page 78
- b) Why Page 79
- c) How Page 80
- d) Saying Good-bye Page 81
- e) Suggested Verbiage Page 83

SECTION 13: Legal Considerations

- a) Legal Considerations Page 84
- b) Suggested Verbiage Page 85

SECTION 14: Self-Care

- a) Signs of Stress Page 86
- b) Self-care techniques Page 87
- c) Nutrition Page 89

SECTION 15: Emotional Support

- a) FEI Behavioral Health Page 90
- b) CIRT/CIRP Page 91
- c) Support Link Page 92

SECTION 16: Post Activation

- a) Post Activation Response Page 94
- b) Deactivation Page 97

SECTION 17: Glossary of Terms

- a) Glossary Page 98

SECTION 18: Forms

- a) Commitment Log Page 101
- b) Expense Log/Survivor Page 111
- c) Expense Log/Employee Page 121

SECTION 19: Notes

SECTION 20: Receipts

Self Assessment

Y/N

_____ Did you know anyone who was involved in the accident?

_____ Have you experienced personal trauma in the last year? i.e.: death in family

_____ Have you had any major life changes recently?

_____ Are you or have you recently been on a medical leave of absence?

_____ Are you physically able to respond?

_____ Are you emotionally able to respond?

_____ Is this a good time to be away from work for 1-2 weeks?

_____ Is this a good time to be away from home for 1-2 weeks?

_____ Do you work well in chaos?

_____ Are you flexible and adaptable?

If you answered yes to any of the first four questions or "No" to any of the others, discuss with a coordinator before accepting any CARE assignment.

Healthy Helping

Helping can be addictive. It can make us feel like heroes. But how do we know when we've crossed the boundary into unhealthy helping? Ask yourself some hard questions and please answer honestly.

- Do I believe that I'm the only one who can help?
- Do everyone else's needs come before mine?
- Does my sense of self-worth come from being needed?
- Do I do things for other people that they could or should do for themselves?
- Do I feel responsible for other people's happiness?
- Do I have feelings of guilt and failure when others are displeased?
- Do I have a difficult time saying no?
- Do I have difficulty in taking time out to relax?
- Do I have to be productive at all times?

If we answer yes to any of these questions, it's time to step back and realize that our behavior may be more about our own need to be needed than about what's actually helpful for others. We don't want to diminish a person's self worth by taking over for them, therefore, we need to monitor our methods as well as our motives.

Activation Check List

Once called and activated, complete the following steps.

- Double check your packing list.

- Check the weather at your assigned location to see if special clothing is needed.

- Notify your family that you have been activated; make a plan for daily communication.

- Notify your supervisor that you have been activated; ask permission to leave work.

- Pay any bills that will come due in the next week.

- Make sure you have your CARE Field Manual.

- If you live alone, double check to make sure your home is secure (iron off, windows and doors locked, small appliances unplugged, etc.).

- Do you have your wallet or purse & keys?

- Lock the door on your way out.

Packing List

Clothing

For clothing guidelines, see page 45

- 7 days of business casual clothing
- 1 business outfit & appropriate accessories
- Clothing appropriate for a memorial
- Comfortable shoes
- 7 days of undergarments
- Sweater or jacket
- Exercise clothing or items

Personal Items

- CARE Field Guide
- Airline ID & driver's license
- Passport
- Immunization records
- Toiletries, shaver or razor
- Hair dryer/curling iron
- Medication and refill prescription
- Spare glasses or contact lenses
- Calculator
- Alarm clock or watch
- Telephone numbers/personal planner
- Cell phone or pager
- Laptop computer if possible
- Photos from home

Expectations

- The CARE Team leadership group will activate you. If you have self-activated, you may be sent home.
- CTM's assigned to survivors will be expected to check in and out with their Primary CARE Team member each day.
- CTM's not assigned or assigned to administrative CARE will be expected to check in and out with a CARE Team Leader each day.
- At least one person on your team is expected to listen to every CARE Team conference call to get updated information.
- All actions and expense requests must be recorded on the appropriate log. Keep entries factual, no personal opinions.
- All activated CTM's will be expected to de-brief with either an FEI counselor or attend a CIRP de-briefing prior to de-activation.

Our Primary purpose is to:

“Render all possible compassionate assistance to survivors and their families by meeting short term, practical needs and providing them a connection with long term support.”

We do this by:

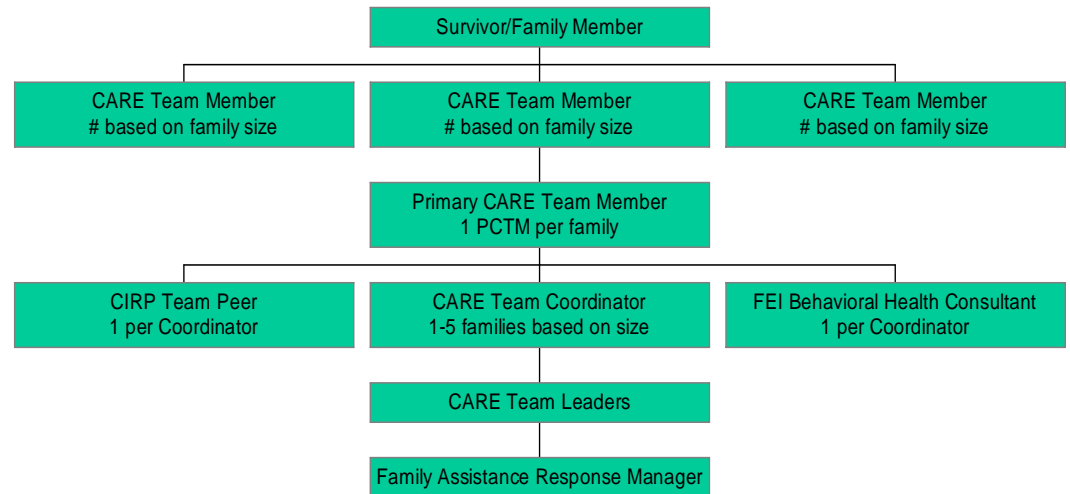
- Providing a supportive, responsive environment
- Restoring dignity and a sense of control whenever possible
- Preventing secondary assaults
- Assisting with basic needs
- Providing communication support
- Releasing approved information
- Listening, supporting, and assisting

Administrative CARE

When activated, you could be asked to fill an administrative function. If asked to serve in an administrative capacity, your duties could involve any of the following:

- Making deliveries
- Giving directions
- Message running
- Baggage handling
- Taking inbound/making outbound calls
- Information management
- Security
- Clerical assistance (copying, faxing, collating)
- Word processing
- Hotel assignments
- Escorting families
- Transportation coordination
- Agency liaison (i.e.: assisting the ARC with badging)
- Data entry
- Airport meeter/greeter
- Supply runner (pharmacy items, office supplies)
- Driver

CARE Team Organization



Personal Contact Information

Your Name: _____
Hotel: _____
Rm. & Ph. #: _____
City Assigned _____
Cell Phone: _____ Co-mail: _____
Home Phone: _____ Work Phone: _____
E-mail: _____

Primary CARE Team Member for Family

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____ Co-mail: _____
Home Phone: _____ Work Phone: _____
E-mail: _____

CARE Coordinator for Team:

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____ Co-mail: _____
Home Phone: _____ Work Phone: _____
E-mail: _____

FEI Behavioral Health Coordinator for Team

Name: _____
Hotel/Phone/Rm. #: _____
Cell Phone: _____ Work Phone: _____

CARE Team Members on your team:

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

CARE Team Members cont.:

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

CARE Team Members cont.:

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____
Work Phone: _____
E-mail: _____

Passenger Information

Name: _____
FEI Contact Number: _____

If Applicable:

Address: _____

Phone #: _____

Cell #: _____

E-mail: _____

Hospital: _____

Phone #: _____

Room #: _____

Status: _____

Special Needs: _____

Employer: _____

Phone #: _____

Family Information

Primary Next of Kin Information:

The primary next-of-kin is the person who will act as the primary contact for the survivor/family. They will be the contact name given to responding agencies for information during and after the immediate response.

Name: _____
Relationship: _____
Hotel: _____
Room No.: _____
Hotel Phone: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Additional Family Information:

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Additional Family Information cont.

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Additional Family Information cont.

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Additional Family Information cont.

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Name: _____
Relationship: _____
Hotel: _____
Rm. & Ph. #: _____
Home Phone: _____
Cell Phone: _____
E-mail: _____

Others in family/group:

Name: _____
Relationship: _____
Cell Phone: _____
Home Phone: _____

Name: _____
Relationship: _____
Cell Phone: _____
Home Phone: _____

Name: _____
Relationship: _____
Cell Phone: _____
Home Phone: _____

Name: _____
Relationship: _____
Cell Phone: _____
Home Phone: _____

Name: _____
Relationship: _____
Cell Phone: _____
Home Phone: _____

(Use back for additional information)

**Inbound Family & Friends
Flight Information**

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Flight Information cont.:

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Flight Information cont.:

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Name: _____
Airline/Flight #: _____
Other transportation: _____
Arrival date/time: _____
Confirmation No.: _____
Escort sent: _____

Company Resources

FEI Behavioral Health:

Responsibilities of FEI Behavioral Health include making initial notification to next-of-kin regarding passengers on the affected flight and providing phone support to families during the initial response.

Travel Desk

The Travel Desk is located in Reservations and will be responsible for coordinating travel arrangements for survivors/families to/from the accident site.

Company Websites:

AS: www.alaskaair.com

QX: www.horizonair.com

Media Lines:

For media guidelines see page 51

AS: 1-206-870-0406

QX: 1-206-431-4699

NTSB Information

The National Transportation Safety Board is in charge of the accident investigation and all family assistance issues.

NTSB Office of Family Affairs:

1-800-683-9369

1-202-314-6185

NTSB Family Website Address:

NTSB Family Conference Call Number:

Contact your PCTM daily for the password

Family Briefing/Conference Call Schedule:

Date	Time	Password
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

NTSB Information Cont.:

NTSB Street Address:

National Transportation Safety Board
490 L'Enfant Plaza East, SW
Washington, D.C. 20594-2000

Other NTSB Contacts:

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Kenyon International

Kenyon is contracted to provide services for identifying and returning of personal effects and to assist with return of loved ones.

See the onsite Kenyon International Services representative or your CARE Coordinator for information.

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

American Red Cross

Provides mental & medical health services, childcare services, & spiritual care for families of victims.

What the Red Cross can help with:

- Provide crisis and grief counseling services for survivors/families
- Referrals to local mental health professionals
- Be available during CTM's first meeting with survivors/families
- Support families before and after medical history (ante-mortem) interviews
- Escort survivors/families during site visits or memorial events
- Help replace lost medications
- Provide basic medical supplies in the FAC
- Provide spiritual care for survivors/families
- Provide child care assistance

Other Phone Contacts

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Other Contact Information cont.

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Name: _____
Function: _____
Phone: _____
E-mail: _____

Agency Tasks

The following pages detail the agencies involved in airline disasters and the tasks they are responsible for completing.

Local Government Role

The local government retains jurisdiction over most aspects of accident response. For most communities, an accident will deplete all resources and facilities. Federal agencies intervene to assist in the following areas:

Fire & rescue	Law enforcement
Environmental clean up	Medical assistance
Recovery	Victim identification

NTSB Office of Family Affairs

The NTSB Office of Family Affairs' role is to coordinate and provide additional resources to the airline and local government to assist victims and their families. They developed a core group of experienced personnel who have worked aviation accidents, while preserving local responsibility and jurisdiction.

Victim Support Tasks (VST's)

As mandated by the Aviation Disaster Family Assistance Act of 1996.

VST #1

National Transportation Safety Board (NTSB)

- Coordinate federal assistance
- Serve as liaison between airline and families
- Coordinate with airline about family and support staff logistics
- Provide NTSB toll free number to families
- Coordinate with DOT for marine search and rescue
- Integrate federal support staff with airline staff
- Coordinate assistance effort with local and state authorities
- Conduct daily coordination meetings with agencies
- Provide and coordinate family briefings
- Coordinate with Investigator-in-Charge for possible visit to crash site for families
- Provide informational releases to media on family support issues
- Maintain contact with family members and provide updates as required
- Provide families with progress on investigation
- Provide progress on recovery and identification
- Consolidate and review after-action reports

VST #2
Operating Airline

- Notify NTSB upon knowledge of a crash
- Provide reliable toll free number w/ sufficient staff to answer inquiries from the public
- Provide timely notification to family members
- Provide notification to families prior to releasing passenger names to the public
- Provide a facility at departure, arrival and connecting airports where families can be protected from media
- Provide logistical support to family members who wish to travel to the site
- Provide contact person to meet family members as they arrive and while at the accident site
- Provide NTSB a copy of the manifest
- Make provisions for a Joint Family Operations Center to include communications support
- Provide a private area for DMORT & Medical Examiner to collect medical history information
- Provide DOS information on foreign passengers
- Provide public with updates on progress of notification
- Coordinate with ARC to provide mental health services to family members
- Establish joint liaison with ARC at each supporting medical treatment facility

VST #3

American Red Cross (ARC)

- Provide a representative to the Joint Family Support Operations Center
- Coordinate and manage volunteer counseling, religious, and other support services
- Employ an accounting system to accurately record cost data for later reimbursement
- Activate local, state, and national ARC personnel
- Establish a joint liaison with the airline at each medical facility being used
- Coordinate resources for critical incident stress debriefing of volunteer support personnel prior to departure
- Coordinate on-site child care services
- Coordinate with airline the delivery of mental health support of family members, to include those that do not travel to the accident site
- Arrange a suitable inter-faith memorial service
- Provide families, at their request, with referrals to mental health professionals and support groups that are in the family members' area

VST #4

Department of Health and Human Services (DHHS)

- Disaster Mortuary Operational Response Team can provide assistance in the areas of identification, mortuary support, and temporary morgue facilities
- Family member interviews for ante-mortem identification information
- Collect disposition of remains information
- Assist medical examiner in notifying families of positive identification
- Conduct check of remains and personal effects prior to release to local funeral director

VST # 5

Department of State (DOS)

- Notify foreign governments that they have citizens involved in the accident
- Provide translation services
- Assist families of foreign victims with entry into the United States
- Assist in return of remains and personal effects into the country of destination

VST #6

Federal Emergency Management Agency (FEMA)

- Provide communication assets to communicate from incident site to NTSB headquarters
- Provide personnel to assist in public information dissemination

VST #7

Department of Justice (DOJ)

- Provide information about Office of Victims of Crime (OVC) programs to victims
- Provide, upon request of the NTSB, the *FBI Disaster Squad* for fingerprint identification

Timeline of Events

Though each aviation disaster will unfold in its own way, events tend to occur in a typical time frame. The following is adapted from American Red Cross literature and is helpful in understanding the process and the order in which events occur.

The Event Occurs

- Media coverage
- 800 number released by the airline
- Airline works to confirm the manifest
- Family and friends calls handled by Reservations agents
- Reservations agents screen calls for hand-off to FEI Behavioral Health counselors
- Rescue and recovery efforts initiated by local responders
- Airline station personnel & local American Red Cross volunteers provide immediate support to families at airport nearest site and points of origin and destination
- Responders mobilize (NTSB Team, Airline, CARE Team, ARC AIR Team)

The First 24 Hours

- Families gather at airports
- Calls to 800 number continue
- FEI receives transfer calls from Reservations
- FEI begins notification of next-of-kin
- Families travel to accident site
- Family Assistance Center established in hotel close to accident site
- Morgue is established
- CARE teams members are assigned to families or administrative duties

2-7 days or longer

- Rescue efforts end/recovery efforts continue
- Ante-mortem (medical history) interviews with families
- Daily NTSB briefings begin
- Investigative press conferences by NTSB
- Visit to accident site by survivors and families
- Public memorial service near accident site
- Morgue operation continues
- Families informed as positive ID's are made
- Airline may provide up front funds to families to assist with immediate financial needs

7 days and longer

- Families begin to depart the accident site
- Briefings and conference calls continue
- FAC activities wind down as families leave
- Private funerals/memorial services held by families
- Support transitions to home communities
- Referrals made to ARC hometown chapters for follow up mental health needs
- Investigation continues
- Work continues on identification of remains
- Identified remains are transported to location funeral home selected by families

1 month and longer

- Crash site activities end
- Investigation continues
- Recovery and morgue activities wind down
- Positive ID of victims continues
- Personal effects cleaned, catalogued, identified, and returned to families
- Burial of unidentifiable remains/memorial service/dedication of memorial
- NTSB reports findings of probable cause

Guidelines

The following guidelines are offered to assist you in decision-making and protocol in the areas of clothing, conduct, drinking alcohol and what to say.

Clothing

What to wear:

- Khaki, cotton, wool or casual business pants or jeans in good condition
- Walking shorts, no shorter than 3 inches above the knee
- Dress or casual shirts: polo shirts, cotton button down shirts or lightweight sweaters
- A nice suit or business outfit for memorials
- Comfortable, flat shoes
- Clothing and shoes that you can get dirty

What to avoid:

- T-shirts w/ logos or other writing
- Short mini-skirts or shorts
- Halter tops, tank tops, revealing clothing
- Work out clothing: sweats, spandex, or tights
- Ripped or torn clothing
- Visible body piercing such as nose, lip, eyebrow, and tongue

CARE Conduct

When out in public:

- Be sensitive to those around you at all times
- Always be cautious about what you say
- Don't speculate about the cause of the accident
- Don't criticize team members or the leadership
- Save laughter and joking for a private time
- Remove all identifying items whenever you can such as ribbons, pins, logo wear, ID badges

Letting off steam:

To remain emotionally healthy take time *in private* to:

- Laugh
- Cry
- Complain
- Whine
- Act silly
- Talk about your day

When letting off steam, remember to:

- Go to a location not being used for the response or stay in the privacy of your hotel room
- Take off all identifying items
- Be cautious of your voice level and what you say

Alcohol

Buying Alcohol for Survivors

Because of the sensitivity surrounding the consumption of alcohol and potential liability issues, we ask you to avoid purchasing alcohol for survivors and family members as much as reasonably possible.

Here are some guidelines:

- It is okay for you to purchase drinks by the glass or with meals.
- Do not purchase alcohol by the bottle for anyone.
- If a survivor chooses to drink on his or her own we cannot be liable or accept responsibility for their actions.
- Avoid putting yourself in a dangerous or unsafe position with someone who has been drinking.

As with anything, we ask you to use your best judgement when it comes to purchasing alcohol. On the next page are some examples of what is appropriate and what may not be appropriate for us to pay for.

Alcohol cont.:

Acceptable:

- A member of the family wants to have a glass of wine with dinner.
- The family would like to sit in the bar and have a nightcap.
- The family asks you to buy a bottle of champagne so they can toast their loved one while at the accident site.

Not Acceptable:

- The family wants to set up a bar in the hotel room.
- The family wants to go to a local dance club to spend the evening dancing and drinking.

Suggested Verbiage:

“I am only authorized to pay for alcoholic beverages when accompanied by a meal.”

“Because of liability issues, the company is not able to pay for alcohol that is charged to your hotel room.”

Alcohol cont.

For the CARE Team Member

Always avoid consuming alcohol when activated as a CARE Team Member. Drinking not only diminishes your decision-making ability and impairs your judgement; it can also do the following:

- Demonstrate blatant disregard for the families' needs and feelings.
- Leave the family with a negative impression of you or the company.
- Compromise the rapport you have already built with the family.
- Negatively impact your relationship with other CARE Team members.
- Damage the reputation of the company and its employees.
- Prevent you from driving when your help may be needed.

Reminders:

If you choose to drink alcoholic beverages during off-duty hours, please remember the following:

- The company will not pay for alcohol for CTM's.
- If a CARE Team member displays inappropriate behavior or conduct they will be sent home immediately.

Alcohol cont.

Rules of Conduct:

If you choose to drink alcoholic beverages, please adhere to the following guidelines.

- Go to an offsite location away from families.
- Do not drive.
- Choose a designated driver.
- Remove ALL company identification: ribbons, pins, clothing w/ logos.
- Avoid discussions that others may overhear that will identify you as an employee and/or responder.
- Be aware of your voice level; keep your voice low so that other do not overhear.
- Remember confidentiality.

What to say

To the Media:

All media inquiries should be referred to Corporate Communications or the company website. You should **never** talk to the media or make a statement, either over the phone or in person unless you have the expressed consent of Corporate Communications.

Website Addresses:

www.alaskaair.com

www.horizonair.com

Corporate Communications:

Alaska: 206-870-0406

Horizon: 206-431-4699

Suggested Verbiage:

“Our Communications Department has a direct line set up for the media which will provide updated information as soon as it becomes available. Would you like the number?”

“I do not have any information on that. The most recent information can be found on our website, or you can also contact Corporate Communications at (number).”

What to say cont.

To the Public:

You may occasionally get questions or comments from concerned citizens, friends, family or colleagues from other airlines. It is best not to answer their questions directly, but respond with one of the following. These comments can also be used when responding to the media.

- “The thoughts of everyone at Alaska and Horizon are with the people who were onboard flight (number) and their families and friends.”

- “We are all saddened by the news of this tragedy.”

- “There is a lot of information that isn’t available right now.”

- “It would be inappropriate for me to comment on that right now. There is a lot that we simply do not know.”

What to say cont.

Do's & Don'ts

Please follow these guidelines when speaking with anyone you do not know personally or when out in public.

DO:

- Express the company's sincere concern and condolences to the families and survivors and our sorrow over the accident.
- Affirm that we are releasing information we obtain related to the accident as quickly as possible.

DON'T:

- Speculate on possible causes of the accident.
- Criticize the actions or decisions of other individuals, particularly those on the flight crew, in maintenance, in Air Traffic Control or other responders to the emergency.
- Reveal or confirm the names of specific passengers or crewmembers.

NTSB Family Briefings

NTSB briefings are held at the Family Assistance Center near the accident site. They are typically conducted daily and are an important source of information for families. The purpose of the meeting is to update families on information related to the accident. *You will be expected to make certain the survivor/family assigned to you is aware of the time and location of any scheduled briefings.*

For family members or survivors who do not travel to the accident site, the briefings are available via conference call. *It will be your responsibility to provide the time and password each day so survivors/families can access the call.*

Important Notes to Remember:

- Briefings are for survivors and families.
- CARE Team members *may* be invited to attend.
- If invited, CARE Team members are not allowed to speak or ask questions.
- It is the families' choice to participate in NTSB briefings. It is not mandatory that they do so.
- Encourage families to speak for themselves.
- If a family member is uncomfortable speaking, write down their question and take it to the facilitator. Do not ask the question for the survivor.

Ante-Mortem Interviews

Ante-mortem interviews, also called medical history interviews, are a crucial part of the process in making positive identification of deceased passengers.

A forensic specialist from the NTSB's Office of Family Affairs will conduct interviews in a private room at the Family Assistance Center. For families who do not travel to the accident location, the interview may be conducted by phone.

This will probably be a very difficult experience for the family. Be prepared to assist them with any special needs after the interview such as locating a Red Cross grief counselor or allowing them time to be alone.

Important Notes to Remember:

- CARE Team members will **not** be part of the interview process.
- CARE Team members will assist in scheduling
- Interviews may be extremely difficult for families.
- CARE Team members should be available before and after the interview for support.
- CARE Team members may need to assist in obtaining medical or dental records for families.

Medical/Dental Records

The following medical information will expedite the identification process. If asked to assist in obtaining medical records, please contact the appropriate physicians.

Dental/Periodontal Records:

All *original* dental or periodontal charts and x-rays, including bitewings and panoramic radiographs.

Clinical progress notes, including any specialist or hospital referrals where additional x-rays may have been taken.

All information is important regardless of how long ago the x-ray was taken or when the chart was completed.

Medical Records:

All hospital and family medical records, principally those that denote any surgeries or referrals to a specialist.

Any previous bone fracture information accompanied by x-rays, particularly of the head, neck, back, and pelvis.

Any implanted medical devices or pins.

Accompanying Remains

It is possible that the family you are working with may ask you to escort their loved ones' remains from the accident site to their home. You should always discuss options with your Coordinator or a mental health professional before agreeing to do this. ***It is not mandatory that you perform this task if you are not comfortable with it.*** If you decide that you are comfortable in performing this task, there are several factors to consider.

Caskets:

If the remains are in a casket, coordinate with Kenyon International and the funeral director at the destination city to be sure all details are confirmed.

You would fly on board the same flight where the casket is loaded in cargo.

Be sure to use the word "transporting" rather than "shipping" when talking about the caskets' travel, as it is a more respectful term.

Ground handlers will treat caskets with respect.

Caskets will always be hand loaded onto the plane.

Ashes in an urn:

If you are asked to accompany ashes in an urn, you will hand carry the urn on the plane. It's possible that the funeral director will want someone to confirm that there are ashes inside the urn. Because of liability issues, you should not be put in the position of performing this task. Before getting involved, talk to the funeral director and clarify expectations for your involvement.

When preparing to accompany the urn:

Verify the dimension of the box the urn is in to assure it will fit under the airplane seat for take off and landing. If not, check with the cabin crew for alternative storage.

Call station management in advance to let them know about your circumstances and ask for their assistance in avoiding sending the boxed urn through security and x-ray screening.

Finance

Survivor/Family Member Expenses

As a general rule, we will provide for basic, immediate needs, including:

- Food
- Lodging
- Transportation (air and/or ground)
- Replacement items (toiletries, medications, clothing, etc.)
- Phone calls
- Child or elder care
- Household help

Things that are also considered reasonable include, but are not limited to:

- Items to entertain children: toys or stuffed animals
- Clothing for memorials, comfortable shoes, or pajamas
- Flowers for memorials or site visits
- Costs incurred for memorial services
- Souvenirs or mementos of the location
- Entertainment expenses: tickets to a movie or tourist attraction

Finance cont.

Extravagant Expenses:

You are empowered to make decisions for expenditures; however, we ask that you check with your PCTM or Coordinator prior to incurring expenses that could be considered extravagant or if you are uncomfortable making a decision.

Items considered extravagant may include:

- Expensive jewelry, such as a diamond necklace or Rolex watch
- Clothing that is not needed at the site, such as an evening dress or excessive number of garments
- Expensive spa or entertainment treatments
- Unusual travel arrangements; chartering a jet or a boat, renting a motor home to drive cross-country
- Requests for payment of the mortgage or ongoing monthly bills

Other thoughts to keep in mind when considering expenditures include the survivors' lifestyle and standard of living. Remember to:

- Assume the best
- Repeat and clarify the request
- Stay open and respectful
- Say what you CAN do for them

Finance cont.

CARE Team Member Expenses

The company will pay for any immediate needs that you incur as a result of your CARE Team activation.

Items the company will provide:

- Meals
- Hotel costs
- Travel expenses
- Toiletry items if forgotten
- Daily phone calls home or to work
- Office supplies and/or other needed supplies

Keep in mind that items we provide for survivors may not necessarily be provided for you.

Items the company will not provide include, but are not limited to:

- Expensive spa treatments
- Entertainment expenses
- Jewelry and/or accessories
- Souvenirs
- Clothing that is not immediately needed during the response
- Walkmans, CD players, or other portable entertainment devices

Finance Cont.

Remember to:

- Record all requests on the expense log
- Log expenditures daily
- Keep accurate notes
- Make all notes factual, avoid personal opinions
- Protect the privacy of the family by not divulging any personal information or requests to others
- Retain all receipts in the provided envelope
- Keep receipts for your expenses separate from expenses for the family members or survivors

Questions about expense reimbursement can be directed to your Primary CARE Team member or:

Name: _____

Phone: _____

Receipts and expense logs must be turned in and can be mailed to:

Name: _____

Phone: _____

Address: _____

Assessing & Meeting Needs

Reactions to Trauma

People react to trauma in different ways. Possible reactions you may get from a survivor or family member include both physical and emotional reactions. Possible reactions are listed below:

Possible physical reactions:

- Fatigue
- Weak
- Nausea
- Chills
- Dizzy
- Chest pains
- Difficulty breathing

Possible emotional reactions:

- Confusion
- Irritability
- Indecisiveness
- Anxiety
- Anger
- Suspicion
- Poor concentration

Meeting Needs Cont.

Remember, our goal is to:

- Meet short term needs
- Connect survivors with long term support
- Work ourselves out of a job

Maslow's hierarchy of needs tells us that in order to take care of our higher needs, we must first make sure that our basic needs are being met.

When we work with survivors and family members, we need to remember to think of accommodating basic, immediate needs of clothing, food, water, and shelter, before we think of fulfilling their higher needs of belonging and love.

Meeting Needs Cont.

Ways to Meet Needs:

- Transportation to and from the accident city
- Transportation while at the accident city
- Food and drink
- Hotels at the accident location
- Connections w/ friends & family
- Updated information
- Communications support, such as cell phones or computers
- Clothing that is immediately needed
- Toiletries
- Access to medical needs
- Household help
- Connection with American Red Cross counselors
- Connection with clergy
- Protection from the media
- Confirmed details of the accident

Crisis Communication

Observe & Adjust

Pay attention to the survivors' rate of speech and adjust your approach to theirs. It's easier for them to trust you when they sense you're in sync with them.

Acknowledge

If it's appropriate, acknowledge the trauma that they have experienced. Do not try to minimize their experience.

Validate

Regardless of what they may say, do not disagree. You do not need to agree with them to validate their feelings.

Focus

Shut out all distractions. Concentrate on what they are saying, rather than on how you will reply. Keep your attention focused outward on the survivor rather than inward on your own fears and losses.

Listen

Wait patiently while the survivor is talking and do not attempt to finish their sentences.

Communication cont.

Wait

Avoid rushing. Get comfortable with silence. One of the most helpful things you can do is simply be with survivors. Resist the urge to be constantly doing or saying something.

Think

Consider what you've heard and take the time to think through what kind of a response would be most helpful and respectful.

Verify

When asked a question or given information, paraphrase what you believe you have heard before answering. This buys time while you consider your answer and avoids incorrect or misguided responses.

Respond

Demonstrate understanding, acceptance, and empathy in your response. Watch your tone. What you say isn't nearly as important as how you say it.

Don't Assume

Assumptions can cause major interpersonal conflicts. Instead of acting on what you assume to be true, stop and ask the survivor for their interpretation.

Communication cont.

Avoid Personal Reference

People in the initial stages of trauma don't have enough emotional energy to hear about your experience. Don't compare their suffering with yours.

Establish Healthy Boundaries

Our empathy is more helpful from a respectful, professional distance. Avoid getting involved in the survivors' personal matters. Expressing opinions, giving advice, and making decisions "for" them can lead to complications.

Respect Individuality

Each person will react to trauma in his or her own way. Go with them to where they are and respect their right to cope in whatever way works for them.

Slow Down and Speak Gently

Use softer tones when asking questions in order to sound more compassionate. Avoid sounding too solemn or too chirpy. Try for a normal, gentle sound. You will likely have to repeat information multiple times; when you do, be sure that your voice is free of irritation and condescension.

Communication cont.

Say What you Mean and Mean What you Say

Be honest and as direct as possible. Don't bluff. When you say you will take care of something, make it a priority. Don't set unrealistic deadlines; overestimate on time.

Reassure Survivor of Normalcy

Let the survivor know that their feelings, behaviors, and thoughts are normal reactions to trauma. Your calm reassurance can be comforting as you normalize their experience.

Know When to Refer

There are times when a survivor may need to be referred to a counselor. If there are suicidal statements such as, "I can't go on without him" or "life isn't worth living anymore," or you feel the survivor is reacting in dangerous or uncontrollably emotional ways contact a counselor as soon as possible about your concerns. Pay attention to your gut instincts. Be cautious about how you suggest counseling to the survivor, as this could be perceived as an insult. A possible way to approach it would be to say, "Sometimes people find it helpful to talk to a Red Cross person who specializes in handling the type of trauma that you have experienced. Would you like me to arrange that for you?"

Verbiage

What to Say:

“I’m so sorry”

“I can’t imagine how difficult this must be for you.”

“What can I do to help?”

“You have every right to feel _____(angry, upset).”

“I wish there were more I could do.”

“This must be incredibly overwhelming.”

“I wish I had the answers.”

What NOT to say:

“I know just how you feel.”

“I understand what you are going through.”

“At least you have other children.”

“You’re lucky to be alive. It could’ve been worse.”

“It’s God’s will.”

“Think about the good times.”

“You’ll find somebody else someday.”

“At least he/she didn’t suffer long.”

“It’ll get better with time.”

“You must go on with your life and be strong.”

“There are others a lot worse off than you.”

Avoid clichés that attempt to talk grieving people out of their pain. It doesn’t work and can add to their grief. If you accidentally make a mistake, don’t worry. Most people will forgive you if you are sincere. Apologize if appropriate and continue on.

Challenging Comments

This section is meant as a guideline to assist you with some of the challenging questions and comments you may receive during your assignment. These are meant as suggestions only. We encourage you to personalize statements so that they are comfortable for you.

Q: “Why did this have to happen?”

A: “It’s so hard to understand why tragedy happens. I wish there were clear answers for such huge questions.”

Q: “Your airline killed my brother! I know it was the pilot’s fault!”

A: “You have every right to be angry and search for answers. I wish we knew the cause, but we’ll only know for sure when the investigation is complete.”

Q: “How could a loving God let this happen?”

A: “That’s a hard one to understand. I wish I had the answers.”

Challenging Comments cont.:

Q: "I'm going to tell everyone how unsafe your airline is!"

A: "I don't blame you for being upset. Right now, however, I am here to help you with whatever I can. Is there anything specific that I can do?"

Q: "I don't understand why this is taking so long."

A: "This is a long process. I wish I could make it go faster. In the meantime, I want to help you in any way I can."

Q: "I don't think I can go on without my husband, he was everything to me."

A: "This must be awful, he must have been a very special person."

Q: "Everybody knows that the only reason you are offering to help us is because of fear that we will file a lawsuit."

A: "You have every right to file a lawsuit. However, right now I want to help you any way I can."

Body Language

Studies show that 80% of our communication is non-verbal. We are constantly sending signals with our bodies. It's important to pay close attention to the messages that are being sent and received.

Demonstrate openness and interest

By 'listening with our face,' we show our interest. Nodding our head, leaning forward, and looking directly into the speaker's eyes, sends the message that we're fully present and involved in the conversation. If possible, kneel down or stand up to be on the same level as the survivor.

Avoid behaviors that can cause uneasiness

Be aware of behaviors that can send a negative message and create barriers, such as stiff posture, slouching, drumming fingers, jiggling foot, avoiding eye contact, folding arms across your chest, clenched fists, or standing with your hands on your hips.

Be aware of personal boundaries

Some people are uncomfortable with closeness and will give clues that they need more space. Generally, three to six feet is an acceptable distance between people. If you observe a person fidgeting or backing up, it may indicate that their physical space is being invaded. If this happens, adjust your distance until the other person shows signs of relaxing.

Challenging Situations

Survivor Guilt

Guilt is a frequent by-product of tragedy. Statements such as, “if only” and “I should have” are common after someone has lost a loved one in an accident or other tragedy.

When someone is feeling guilty it is important not to try to talk them out of their guilt with phrases like, “You shouldn’t feel that way” or “It’s not your fault.” Instead, listen, acknowledge their feelings, and accept what they are saying.

It is better to respond with, “This must be difficult for you” or “It hurts when something goes wrong.” Allow people to talk and allow them to repeat information if they need to.

As with any feelings, it is important to validate what the person is experiencing. It is important to acknowledge the guilt, but not attempt to talk them out of it. And, most importantly, don’t make statements that indicate you agree that they should feel guilty.

Challenging Situations cont.:

Heavily Intoxicated People

Alcohol often masks other problems. People use alcohol as a way of escaping their lives or their feelings. When dealing with someone who has been drinking, it is important to observe them first, talk and listen second, and touch third.

When you approach someone who has been drinking in excess or when you are working with family members or survivors who you know will be drinking, it is important to make sure you are not working alone. Do not put yourself in a dangerous position. Keep your distance as appropriate and be prepared to protect yourself if needed.

Here are some other tips:

- Treat the person with respect
- Speak slowly, clearly, and calmly
- Don't talk down to the person or ridicule them
- Try to uncover their needs by asking questions
- Avoid sudden movements or loud noises
- Offer them food and water
- Avoid arguing with them
- Listen carefully
- Don't leave them alone, call other family if needed to assist

Non-Communicative People

Withdrawal is a common psychological response to crisis and is a normal response to trauma. When working with people who do not want to talk it is not necessary to try to get them to open up, but you want to make sure that they are capable of functioning.

When you approach them, offer assistance, “You look like you’re having a hard time, what can I do for you?” Make sure the person is not in shock and isn’t experiencing any other medical condition that may be causing the withdrawal.

If they want to be left alone, try to offer help one more time. If they say no again, then it is probably okay to leave them alone. Be sure to leave them your phone number and let them know that you will check back with them at a specific time.

If you feel the person might be a threat to himself or someone else, consider calling someone, maybe another member of their family, to advise them of your conversation. We do not want to be intrusive or insensitive to the needs of the family or any individual. We need to honor requests for privacy or solitude, but we should do our best to make sure that all needs are taken care of.

Challenging Situations cont.:

Verbally Abusive People

Occasionally you may encounter a survivor who becomes verbally abusive. It is important to remember that you do not want to put yourself in a dangerous situation and you need to use your best judgement in calling someone to assist you.

In these situations it is important to avoid getting into a situation where you are arguing with the person. Be careful not to attempt to correct them or defend the airline. It's impossible to win these arguments and it can escalate the person's anger.

Validate the feeling of anger. Use comments such as, "I wish we knew what really happened" or "It's so hard not knowing what happened."

Offer suggestions: "If you would like I can get someone from the NTSB to try to answer some of your questions." Or "Let me see if I can get an answer to that and I will get back to you."

Disengaging

When?

If asked by the family

There are times when you may not be best suited to work with a particular family and they request a new CARE Team member. The reasons could be because of a personality clash or they could involve cultural, gender, or religious differences.

If your personal circumstances require it

Maybe the assignment is causing you too much emotional or physical pain, your family at home needs you, you become ill, or your boss needs you back at work. Anything in your personal or professional life that you need to tend to could be a reason for disengaging.

After the funeral or memorial service

A natural transition point for disengaging is after funeral or memorial services have been held. This is a logical place to say good-bye to the family.

When a lawyer is retained or a lawsuit is filed

If a lawsuit is filed, lawyers usually ask that all contact with family be discontinued. Lawyers will then be the conduit for all information and communication between the survivor and the airline.

Disengaging cont.

Why?

For the survivors' benefit

The CARE/survivor relationship is forged due to a tragedy and by maintaining friendships with the survivors after de-activation, we run the risk of being a constant reminder of that tragedy. If we continue to be a part of the survivors' life integrating the tragedy into their life may be more difficult.

For your own sake

If you identify too closely with the survivors' pain it can affect your ability to assist the survivor effectively, and it can cause you long-term emotional problems. Victim Identification can occur when you are traumatized vicariously by the emotional pain that you believe the victim experienced.

When survivors retain legal counsel

Lawsuits are inevitable and will change the nature of the relationship as survivors begin the process of holding our airline responsible for the accident.

To return to daily routines

Both you and the survivors need to get back to some sense of normality and reconnect with family, friends, and co-workers.

Disengaging cont.

How?

By keeping the end in sight

Remember that our job is to offer immediate, short-term assistance and part of your purpose is to help survivors complete their business with us.

Discuss concluding early and often

We need to set the expectation in the beginning so survivors don't feel abandoned when we leave. Begin contact by mentioning the time-limited nature of your role and continue to bring the subject up. Use words such as, "short-term," "temporary," and "immediate."

Avoid Fostering Dependence

It's crucial that you affirm survivors' competence by encouraging them to take control of their own affairs as soon as possible. Encourage independence and gradually decrease your involvement.

Acknowledge the Changing Relationship

In the initial stages after an accident, survivors are extremely dependent on our help. But as days go on, they begin to take control of their situation and make decisions on their own. We need to acknowledge this and remember that our role is to meet their immediate needs, not to become a permanent part of their lives.

Disengaging cont.

Saying Good-bye

Express appreciation

“I’ve appreciated hearing about the legacy John has left behind him. He sounds like an incredible man who I would have been honored to know.”

Summarize meaningful experiences

“I’ll never forget the day we went to the site. What a powerful, moving experience. I have memories of each of you that I will carry with me.”

Give a printed copy of contact information

Provide phone numbers and addresses for contact information that they may need or find helpful. This can be done simply or binders can be put together and given to each family member.

Ensure FEI contact number

Explain that they can continue to contact the Family Assistance Team for as long as needed with any questions or concerns. If they do need to reach you, they are welcome to call and the representative there will get a message to you.

Disengaging cont.

Our primary job as CARE Team members is to offer immediate, compassionate, practical, assistance to survivors and connect them to those who can best meet their long term emotional needs. If we become their support, we can block the survivors' natural support systems, such as family, friends, and church, from activating.

Another challenge that complicates our trying to be the survivors' emotional support involves the complex situation of representing the airline involved in the tragedy. It's not healthy for a representative from the airline who caused the trauma to become the survivors' emotional support. It's not only challenging to try to console a family member when the family member is about to hold the airline accountable for their actions, but it puts the employee in the awkward situation of having to balance the needs of the family and loyalty to the company. This becomes especially sensitive when cases go to court and the CARE Team member may be subpoenaed for something they may have said as a friend to support the survivor.

Resources are available through the American Red Cross and through local church organizations to provide long term emotional support for survivors.

Disengaging cont.:

Suggested Verbiage for Disengaging:

In order to know when to decrease or conclude contact with survivors, it may be necessary to ask direct questions to find out what they want. For instance:

“Let’s talk about when you think you’ll feel comfortable transitioning from my involvement to phone assistance.”

“What would work best for you as we think about ending our time together?”

“Though this has been an incredibly difficult time for you, it seems that you’re at a place now where my assistance is no longer needed. Is that how you feel?”

“Now that your immediate needs are met, I’m going to need to return to my regular job. I wish we could’ve met under different circumstances, but I’ve appreciated getting to know you. Take care and know that you’ll be in my thoughts.”

Legal Considerations

Federal law prohibits lawyers from soliciting survivors until 45 days after an accident. However, survivors and family members have every right to retain legal counsel at any time they choose.

If a survivor or family members decides to retain an attorney you must contact your Primary CARE Team member immediately to assist you in disengaging.

Once the survivor hires an attorney, CARE Team members are obligated to discontinue communication with them. This is not a company policy, but rather a legal necessity. The relationship between the survivor and the CARE Team member must change. At that point all future contact will be handled through their attorney and the company's Legal Department.

Lawsuits are inevitable and should not be viewed as a failure of the Survivor/CARE relationship. We also do not want the survivor to incorrectly believe that we are "punishing" them for hiring an attorney, so we should choose our words carefully when disengaging from the family and saying good-bye. Conversations should be compassionate, but should also be brief.

Legal Issues cont.:

Suggested Verbiage for Disengaging

Advise them:

- That the company has informed you that the family is now represented by a lawyer (or filed a lawsuit).
- Because they are now being represented by a lawyer, you are *legally obligated* to discontinue direct communication with them and your role as their CARE member must conclude.
- The Family Assistance Team line is still active and would be happy to help with questions.
- Provide them with contact information for AS/QX attorneys.
- Thank them for allowing you to assist them during this difficult time.
- Summarize meaningful experiences.
- Provide phone numbers and addresses for contact information.

Self CARE

One of the first steps in learning to take care of ourselves is to recognize our own signs of stress. Pay attention to these signals:

Physical Signs of Stress:

- Stomach problems
- Headache
- Backache
- Loss of Appetite
- Sleeplessness
- Exhaustion

Emotional Signs of Stress:

- Irritability
- Anxiety
- Confusion
- Lethargy
- Apprehension
- Impatience

Behavioral Signs of Stress:

- Overly critical of others
- Waking in the middle of the night
- Reacting without thinking
- Procrastinating
- Aggressiveness
- Forgetfulness

Self Care cont.

Taking Care of Yourself:

During activation it can be challenging to remember and to find the time to take care of ourselves. Below are some ideas to keep in mind that might help.

Exercise, or at least stretch

Exercise releases adrenaline and toxins that build up in your body.

Eat nutritious foods

Avoid salt, sugar, caffeine, fat, and alcohol. Eat food that is not going to upset your stomach or give you a headache. Drink liquids such as water or apple juice.

Get adequate rest

If you do not rest, your body will break down on the third or fourth day. If there's no time for sleep, try to at least sit still and close your eyes.

Ask for help when needed

Make sure that you know your limits and that you find support when needed.

Don't take others' frustration personally

Emergency situations can bring out the worst in people. Try not to be too thin skinned.

Self Care cont.

Journal Daily

Writing down your feelings and experiences is a healthy way to manage and process your emotions. Physiologically your blood pressure actually lowers when you write your feelings down.

Find a Support Link or buddy

Finding someone to connect with on a daily basis can be very helpful. Having a buddy who has gone through the same experience not only validates your own feelings, it also gives you someone to be accountable to during the response.

Call home daily

Not only is it important for your family at home to feel included, it also keeps you grounded by reminding you that there's a world outside the non-stop grief you are involved in.

Avoid Victim Identification Syndrome

Vicarious Traumatization can happen when a person so strongly identifies with the victim that they are immobilized and traumatized by the emotional pain they believe the victim experienced. Be sure to establish healthy boundaries for your own emotional well being.

Self Care cont.

Nutrition

Responding to an emergency depletes nutrients and puts extra strain on our bodies. During a stressful time it's common to neglect eating because:

1. There are too many things to be done
2. Adrenaline masks normal appetite signals
3. Food supply may be disrupted

To sustain your energy it's important to remember to:

- Eat regularly, even if you're not hungry
- Eat four to five times a day in small amounts to provide a more constant energy level
- Carry high energy snacks with you, such as dried fruits, nuts, or granola bars
- Drink plenty of fluids; water or juice
- Avoid caffeine, processed sugar, salt, and fat
- Avoid drinking alcohol
- Use a good vitamin or mineral supplement
- Eat in a calm atmosphere with a friend or co-worker and agree not to discuss the accident during the meal.

Emotional Support

The following support services are available to you at any time during activation.

FEI Behavioral Health

FEI Behavioral Health is contracted by Alaska Airlines and Horizon Air to provide crisis support to employees. They will be available for the following assistance during activation:

- Daily meetings with team members
- Assistance with challenging family situations
- Guidance on difficult team dynamics
- Individual & group de-briefings

FEI Behavioral Health Counselor

Name: _____
Hotel & Rm. #: _____
Hotel Ph. #: _____
Cell Phone: _____ Work Phone: _____
E-mail: _____

CIRT

The Critical Incident Response Team for Alaska and Horizon offers peer support to employees who have experienced a traumatic or stressful event. A traumatic event is any event that is so emotionally significant that it affects our ability to function or do our jobs.

Talking about the incident with some guidance from a CIRT volunteer assists a person in processing the incident further to avoid lingering anxiety or other symptoms of Post Traumatic Stress Disorder. PTSD is caused by a person's inability to "get over it." This is not a flaw in the person, simply a signal that they need help.

For your own emotional well being, either one-on-one or group de-briefings will be mandatory for all activated CARE Team members. De-briefings may be conducted daily and will be required prior to leaving the accident site, if applicable, and when you are released from your CARE assignment.

The Critical Incident Response Team is available year round, 24 hours a day, 7 days a week.

Support Link

Finding a Support Link involves pairing up with another employee to ensure you have emotional support before, during, and after an accident.

It involves...

- Regularly sharing and validating your feelings and reactions with a partner.
- Keeping each other informed about special meetings, debriefs, and other pertinent information.
- Keeping an eye out for unusual stress or reactions in each other.
- Maintaining contact with each other after the assignment has concluded.

How it works...

- As soon as you report for duty, ask someone to be your buddy.
- Keep in daily contact with your buddy, when at work and at home.
- Get to know your buddy so that you can tell if they are experiencing unusual symptoms of stress or trauma.
- Keep in touch with your buddy after the response is over. Talking with a friend who has gone through the same experience validates your feelings gives you the chance to discuss emotions and to process what you have been through.

My Buddy:

Name: _____
Hotel: _____
Rm. & Ph. #: _____
Cell Phone: _____
Home Phone: _____ Work Phone: _____
E-mail: _____

Post Activation Response

Possible positive and negative aspects of being involved in an emergency response are:

Positive:

- Opportunity to use initiative and creativity
- Professional growth, learning, and use of leadership skills
- Excitement and stimulation
- Development of new professional and social relationships
- Increased sense of community, identity, and importance
- Self-confidence and renewed courage
- Participation in a life-changing, significant event

Negative:

- Traumatic shock
- Identification with the survivors' loss and pain
- Feelings of inadequacy due to inability to do more
- Frustration with procedural difficulties
- Separation from family and friends
- Fatigue and exhaustion

Post Activation cont.

Returning Home:

Possible reactions on returning home might include any of the following:

Disappointing reunion

Family members might resent your extended absence or expect you to pick up where you left off. Keep expectations realistic.

Isolation

Family and friends can't fully comprehend the magnitude of what you have experienced. Call a team member or talk with a counselor if you need to.

Impatience with Trivialities

Issues that were previously crucial can now seem insignificant. Be patient with others who don't share your view of what's important.

Mood Swings

Explain to friends and family that although you may display emotional extremes for awhile, things will normalize.

Post Activation cont.

Flashbacks

Emotional memories of the trauma can be triggered during daily activities. This is common and will decrease in intensity with time.

Communication Challenges

Family, friends, and co-workers may pressure you to talk about details before you are ready. Or you may want to talk more than they want to listen. Be patient with yourself and others. Use your support link to discuss your experiences if needed.

The Four Stages of Transition:

After duties are completed there are usually four stages in the transition back to daily life.

1. An ending, involving loss and letting go
2. A period of confusion and distress
3. A time of working through and making sense of the feelings
4. A new beginning

Deactivation

If at any time you decide that you are unable to perform your CARE Team duties, please do not hesitate to deactivate. Your request will be kept confidential and honored without question.

If you wish to deactivate, contact your CARE Team Coordinator to make arrangements. You must speak with a Critical Incident Response Team peer or an FEI Behavioral Health representative prior to leaving the accident location.

Glossary

AFIP – Armed Forces Institute of Pathology. A branch of the Office of the Armed Forces Medical Examiner in Washington D.C. that assists in victim ID by performing DNA testing.

Ante-Mortem – A term meaning “before death.” The Ante-Mortem/Family History interview form is used by a forensic specialist from the NTSB to collect a detailed physical description of the deceased to aid in identification of remains.

ARC- American Red Cross. Designated by the government to provide counseling and other support services to survivors and families of victims of aviation disasters.

CIRT/CIRP – Critical Incident Response Team or Critical Incident Response Program is peer based employee support.

CFR – Code of Federal Regulations

CTL – CARE Team Leader

CTM – CARE Team Member

Glossary cont.:

CVR – Cockpit Voice Recorder. Also referred to as the “black box.”

DHHS – Department of Health and Human Services. Provides D-MORT services to assist the medical examiner.

DOD – Department of Defense. Provides wreckage and victim recovery services as well as DNA technology.

DOJ – Department of Justice. Becomes involved if the accident is determined to be a criminal act.

DOS – Department of State. Works with international citizens. Provides emergency visas and language assistance.

D-MORT – Disaster Mortuary Operational Response Team. Provides professional and technical support and assistance to the local medical examiner or coroner in forensic services and victim identification.

FAC – Family Assistance Center. An area usually set up in a hotel near the accident site where family members gather for information and assistance.

Glossary cont.:

FDR – Flight Data Recorder. Also referred to as the “black box.”

FEMA – Federal Emergency Management Agency. A government agency which may provide communication services if needed.

IIC – Investigator in Charge. The NTSB investigator who leads the accident investigation.

JFSOC – Joint Family Support Operations Center. A room usually located in the same facility as the FAC where agencies involved can plan, coordinate and monitor family assistance response.

ME – Medical Examiner. Responsible for making positive identification of victims.

NADA – National Aviation Disaster Alliance. Family support and lobbying organization for victims of aviation disasters.

NTSB – National Transportation Safety Board

VST – Victim Support Task. The responsibilities assigned to various agencies, including airlines, in the NTSB’s Federal Family Assistance Plan for Aviation Disasters.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials
10/9/01 11:00a	Get a copy of the seat map with the passenger names	Mr. Smith	10/9/01 12:30p	

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Commitment Log

CARE Team Member Name: _____

Passengers Name: _____

Date/ Time	Action Required	To Whom	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials
10/8/01 13:45	Mr. Smith needs a winter coat- it's much colder here than in his native Guam.	Took Mr. Smith shopping. Purchased one at Sears (\$120.). Receipt in pouch.	10/9/01 14:30	

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Survivor/Family

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.

Expense Request Log: Employee

CARE Team Member Name: _____

Passengers Name: _____

Date/Time	Request	Response	Done Date/Time	Initials

Return completed logs to SEAER upon deactivation.