

# CRISIS MANAGEMENT

## INTRODUCTION:

The choices and contributions of the Command Support Team spouse when dealing with unpredictable critical incidents will be discussed. Formulating a plan of action with the Triad in advance will be stressed during this unit. Leaders can encourage the importance of preparation, training, education, and the use of appropriate resources as well as provide personal support as practicable.

## GOAL:

The goal of this module is for you to:

- assess crisis and grief situations
- understand importance of crisis management
- discuss importance of making a plan
- determine possible roles, responses and resources
- discuss the role of the Chaplain & Casualty Assistance Calls Officer (CACO)

## ADDITIONAL RESOURCES:

- [www.taps.org](http://www.taps.org)
- [www.redcross.org](http://www.redcross.org)
- <https://www.ptsd.va.gov/>
- [www.chaplaincare.navy.mil](http://www.chaplaincare.navy.mil)
- [www.lotsahelpinghands.com](http://www.lotsahelpinghands.com)
- Families OverComing Under Stress (FOCUS) – [www.focusproject.org](http://www.focusproject.org)
- Navy Family Accountability and Assessment System (NFAAS) - <https://navyfamily.navy.mil/cas/login?service=https%3A%2F%2Fnavyfamily.navy.mil%2F>
- Are you Ready? Guidelines for Navy Family Emergency Preparedness, Guideline Series, Naval Services FamilyLine, February 2014 [www.nsfamilyline.org](http://www.nsfamilyline.org)
- Navy Installations Emergency Management Program Manual (CNI 3440.17)
- Navy Casualty Assistance Calls Officer (CACO) Guide

***“I am not afraid of storms for I am learning how to sail my ship.”***

Louisa May Alcott

# TOPIC OUTLINE

- Introduction
- Mrs. Ellen Roughead CST Example
  - lessons learned from the USS Cole
- Crisis Management
  - establish the team
  - prior planning
  - necessary items
  - extended team players
  - crisis response
  - roles for spouse
  - extended support
- Casualty Assistance Calls Officer (CACO)
  - CACO notification process
  - possible interaction with CACO
- Grief
  - defined
  - stages and tasks
  - unique military factors
  - "myths of grief"
- Chaplain Program

# LESSONS LEARNED FROM THE USS COLE

## *CO/XO/CMC/COB Spouses in Battle Group (Carrier Strike Group) Commands:*

- 1) Every command should have a lead spouse identified. This is usually the CO, XO or CMC/COB spouse. However, if there is no CO, XO or CMC/COB spouse present, the CO should officially appoint a spouse to serve in that position as quickly as possible. The CO should communicate his/her choice to: the Command Support Team, the families of the command, the Command Ombudsman, the Battle Group Commander and the FFSC Command Representative. A command should not deploy without an officially identified lead spouse. This is the person who will be contacted by the Battle Group Commander and/or his/her spouse during an emergency.
- 2) Encourage the lead spouse to learn CACO procedures and, if possible, attend CACO training.
- 3) The lead spouse should personally meet the following key individuals so he or she is familiar with them before a crisis or emergency situation occurs. It is helpful to have established a relationship well in advance of any problems.
  - FFSC Director
  - FFSC Command Representative
  - Lead Chaplain
  - Navy-Marine Corps Relief Society Director
  - Local Red Cross Director
  - Lead CACO
- 4) Emergency contact forms—the command and the lead spouse should encourage all spouses to complete an emergency data form. Page 2s should be updated and checked regularly for changes. (Many of the Page 2s on the Cole were not current which made contacting family members much more difficult)
- 5) Advanced preparations and organization of information is key.
- 6) Team work—for the spouse who is the lead during a crisis it is important not to “go it alone”. There is going to be more than enough work to go around and it is important to establish a team of peers who can help. No one is immune from the stress and fatigue a crisis causes. Having a team assisting you offers you some protection from the draining effects of a crisis. Taking it a step further, it is important to know who your “go to” people are well in advance of any crisis.

For the lead spouse of a command, the crisis team would generally consist of the CO spouse, XO spouse, CMC/COB spouse and the Ombudsman. However the team is structured, it should meet regularly to go over the steps the CO has decided will be taken in the event of an emergency.

# **Crisis in Action – Washington Navy Yard Shooting**

## **1. Chaplain Corps, CNIC – FFSC & SPRINT Teams:**

On Sept. 16, the lives of 12 families were forever changed. Countless others were deeply affected by what they witnessed that day at the Washington Navy Yard.

These civilian Sailors were beloved grandmothers and grandfathers, mothers and fathers, sons and daughters, brothers and sisters, husbands and wives. Their families and colleagues mourn their loss and have begun walking the road of grief.

Grief is always painful, and sometimes it is pretty straightforward and understandable; sometimes it can be complicated and confusing. For example, if one's ninety-year-old grandmother died peacefully in her sleep, a family would naturally grieve her anticipated loss. However when death is sudden or unexpected, traumatic, senseless, and out of sync with life's natural order, grief can be complicated.

There are certain things that can affect how we grieve:

- How close we are, emotionally and geographically, to the person who died.
- Our belief system and view of death can both influence the grieving process.
- What kind of support we experience from our family, our community, our faith group, and others important to us while we are grieving.
- How we cope with other significant life events, including the death of others we are close to.

Chaplains can help support an individual as they begin the process of grieving. They offer perspective and insight to help an individual understand the difference between grief associated with an anticipated loss and grief associated with a sudden, unanticipated loss.

They can also help validate what an individual is experiencing throughout the grieving process and the time often needed to process one's grief; this includes the fact that there is no set timeframe when grieving. Every individual is different.

Cmdr. Judy Malana, a Navy chaplain, recalls her recent experience providing pastoral support to the Navy Yard families at Nationals' stadium, particularly after some were notified their loved ones were gone. She described the chaplain's involvement in the casualty assistance notification process as a "sacred privilege to be there at that moment for them. It's something that we, as chaplains, are trained to do, and we take that seriously..."

**Commander, Navy Installations Command (CNIC) is providing ongoing support for survivors and families impacted by the Navy Yard shooting. The Emergency Family Assistance Center (EFAC) on Joint Base Anacostia-Bolling, Building 72, Enterprise Hall, includes a combination of trained counselors, social workers, chaplains and Fleet and Family support services that are available 24/7.**

CNIC also established the Employee/Staff Counseling Assistance Center (E-SCAC) at the CNIC Headquarters at the Navy Yard, Building 111 (5th floor). The E-SCAC is providing short-term individual and group grief counseling through the Navy Bureau of Medicine and Surgery (BUMED) **Special Psychiatric Rapid Intervention Team (SPRINT)**. Navy chaplain support, led by Naval District Washington, is ongoing and counselors from the Department of Health and Human Services are also available.

Confidential chaplain support is always available through your command chaplain or through 1-855-NAVY-311.

## **2. Red Cross, Emergency Family Assistance Center (CNIC), HOPE**

In the aftermath of the Washington Navy Yard (WNY) shootings Sept. 16, many organizations have stepped up to give comfort and support to personnel.

The Red Cross, Emergency Family Assistance Center and chaplains have all provided their assistance to counsel and help those who need it. Help is also being provided by a cadre of four-legged emergency workers, as well.

Since Sept. 18, volunteers and their dogs from the Hope Animal-Assisted Crisis Response (HOPE AACR) have been offering WNY personnel the opportunity to meet, pet and play with friendly dogs.

HOPE AACR is an all-volunteer, national nonprofit organization that provides comfort and encouragement through animal-assisted support to individuals affected by crisis and disaster. Teams consist of a handler and their dog, both trained to respond to intense emotional and environmental situations. ...

# QUICK REFERENCE SHEET

## CRISIS RESPONSE EMERGENCY CHECKLIST

Prior to or after notification by the command or other reliable sources (the wing or squadron, for example) of an incident or crisis at your command, consider the following:

### **TAKING CARE OF YOURSELF AND YOUR FAMILY**

- \_\_\_\_\_ Shower and dress comfortably
- \_\_\_\_\_ Alert your family and spouse's family of the incident
- \_\_\_\_\_ Identify your support system and contact them to assist you as needed
- \_\_\_\_\_ Make any needed childcare arrangements for your family

### **CRISIS RESPONSE**

- \_\_\_\_\_ Pull your Emergency Notebook—it should contain:
  - 1) Contact numbers for the support group team & command group team members
  - 2) Accurate unit rosters
  - 3) Emergency phone tree & phone tree callers
  - 4) Emergency data forms
  - 5) Quick Reference Sheets, including Crisis Response Log (iPad, pp 8-9); write down all information, noting date and time
  - 6) List of Navy and other resources (*Readings: Supportive Resources*)
- \_\_\_\_\_ If you have not been contacted by someone (probably the ISIC) make contact and arrangements for ongoing communication regarding the incident.
- \_\_\_\_\_ Make contact with Command Support Team (Ombudsman, CO spouse, XO spouse, CMC/COB spouse) and any others identified in the crisis response plan. Confirm plan for communication and action. Make any needed changes.
- \_\_\_\_\_ Establish points of contact at the command. Have a clear plan for expectations for communication: who will call whom, how often, type of information to be shared, command's expectations of you. Enter this information in the log.
- \_\_\_\_\_ Contact the PAO if there are possible media issues.
- \_\_\_\_\_ Activate Emergency Call Tree upon CO's request.

- \_\_\_\_\_ Work with command regarding immediate informational meetings for families and support group:
  - PAO: Assisting team or command families in dealing with media
  - Chaplain and Fleet and Family Support Center (FFSC)
    - Critical Incident Stress Debriefings
    - Information and Referral
    - Counseling
    - Other topics as identified by the command
  - Navy-Marine Corps Relief Society
  - Red Cross
- \_\_\_\_\_ Identify a command spouse to act as a Volunteer Coordinator to coordinate and/or determine needs of families (e.g. food, clothing, childcare, transportation, lodging).

## **AFTERCARE**

After notifications of casualties have occurred, you may need to consider the following:

- \_\_\_\_\_ Communicate frequently with Command Support Team (CST) members to coordinate command support and visitations with survivors and families involved in the critical incident.
- \_\_\_\_\_ Visit families. Consider doing visits in pairs (e.g. CO/XO spouses or CO/CMC spouses together) in order to provide emotional support to one another after the visit. Consider comfort level of the survivor as to who should make those visits.
- \_\_\_\_\_ Identify primary point of contact for each family to facilitate future communications.
- \_\_\_\_\_ Memorial Service. Work through the CST members to determine details regarding service and reception.
- \_\_\_\_\_ Contact Chaplain or FFSC about arranging a Critical Incident Stress Debriefing for key leadership people (Ombudsman, CST...) and the families involved. FFSC staff can assist in coordinating debriefs and more than one may be needed. They also have other resources for support.
- \_\_\_\_\_ Attend Critical Incident Stress Debrief yourself; seek other support as needed.
- \_\_\_\_\_ Attend memorial service and reception.
- \_\_\_\_\_ Follow up with survivors and families.
- \_\_\_\_\_ Follow up with the Volunteer Coordinator.
- \_\_\_\_\_ Follow up with the CST members and the Command Triad.

**QUICK REFERENCE SHEET  
CRISIS RESPONSE LOG**

| <i>DATE</i> | <i>TIME</i> | <i>NAME OF CALLER</i> | <i>PHONE#</i> | <i>PURPOSE/<br/>DISPOSITION</i> |
|-------------|-------------|-----------------------|---------------|---------------------------------|
|             |             |                       |               |                                 |



**QUICK REFERENCE SHEET**  
**CRISIS MANAGEMENT PHONE NUMBERS**

American Red Cross (Service to Armed Forces) 1-877-272-7737

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Casualty Assistance Calls Officer (CACO)

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Chaplains

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Fleet and Family Support Center (FFSC)

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Legal

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Mental Health Resources

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Navy Family Accountability and Assessment System (NFAAS)

1-877-414-5358

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Navy Marine Corps Relief Society

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Navy Mutual Aid

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Ombudsman

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Public Affairs Officer (PAO)

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## **POSSIBLE ROLES FOR THE SPOUSES**

- Support Group for other command members
- Advocacy (answer the phone/screen calls)
- Coordinate volunteers
- Coordinate meals/child care
- Assist with daily tasks/errands (house-cleaning, randomly drop off groceries)
- Order pre-printed thank you cards/keep track of gifts, etc.
- Arrange for command memorabilia/letters from shipmates for children
- Arrange hotel rooms for out of town family/baskets
- Consider parents' needs
- Hospital visits
- Attend the funeral
- Follow up in a month, holidays, return from deployment...
- BE CREATIVE!