



**One Orlando:
EAP Response to Mass Shooting**
Jeff Gorter, LMSW Clinical Director

Thinking About the Unthinkable

The size, intensity, and visibility of the event gripped




ONE HEART. ONE PULSE.



Agenda

- Pre-Event Warning Signs
- The Event
- Foundational Concepts in Mass Event Response
 - Situational Awareness
 - Regulatory Flexibility
 - Regulatory Strategies and Meaning Attribution
- Unique Aspects in the Orlando Response



R3 Continuum Response



Omar Mateen

- Deadliest attack by single shooter in US history
- 49 dead, 53 injured, at least 110 wounded
- Lone-Actor terror dynamic



R3 CONTINUUM

Warning Signs- Omar Mateen

- 1990s **Behavioral problems** early; 3rd grade teacher "verbally abusive, rude, aggressive, much talk about violence."
- 4/07 Officer Academy- **failed**; inquired about bringing gun to class.
- 9/07 Security guard PREEV screen questionnaire only, **no interview**. A **skilled marksman**, had conceal and carry permits. **Emotionally labile** – described as "very nice" to "a predator".
- 4/09 1st marriage, **discord**, ended 4 months later.
- 2009 Increasingly **felt persecuted** 2nd Afghani and Muslim background.
- 2011 2nd marriage, son born 2013; emotional/physical **abuse**; **"mentally unstable"**; steroid use; bipolar disorder.
- 2011-12 Travelled to Saudi Arabia – motivation unclear.
- 2013 **Threatened** to have al-Qaeda kill co-workers, relocated on job.

R3 CONTINUUM

Warning Signs- Omar Mateen

- 5/13 1st **FBI investigation** for claiming links to Al Queda and Hezbollah (not credible). Interviewed 2x, claimed anger 2nd racism. Investigated 10 months, closed as "non-threat".
- 7/14 2nd **FBI investigation** link to Mohamad Abud Salha, attended same Mosque. Investigation focused on Abud Salha.
- 15'-16' **Fixated** on violent radical Jihadi videos, and research ISIS.
- 2016 Co-worker described as **"unhinged and unstable"**, homophobic, racist, sexist statements, talked about killing people. Complained to management. several times, no action taken.
- 4/16 Became **enraged** after seeing gay-couple kiss in public.
- > 4w Ex-wife noticed him **acting "kinder"** in weeks leading up to the attacks. Added her to life insurance policy, bank accounts, transferred share of home to sister for \$10



Warning Signs- Omar Mateen

- > 2w **Pathway behavior escalation**
 - Purchased Sig Sauer semi-automatic rifle, and 9mm Glock
 - Tried to purchase body armor and 1,000 rounds - declined
 - Attempted at 2nd store - turned away owner suspicious
 - Attended Disney World and Pulse nightclub between 6/1-6/6
 - Wife drove him to Pulse because he "wanted to scope it out"
- > 2-3d
 - Spent thousands of dollars, on gifts and guns
 - Prayed at local Mosque with his wife and son
 - Wife accompanied him to buy more ammo
 - That evening she warned him to "not do anything stupid"



Warning Signs- Omar Mateen

- > 1d
 - Visited father at home, "noticed nothing odd"
 - Gave his wife \$1,000 and "allowed her" to visit family in CA
 - Posted on FB . . .

"The real Muslims will never accept the filthy ways of the west ... You kill innocent women and children by dropping u.s. airstrikes. now taste the Islamic state vengeance"

"America and Russia stop bombing the Islamic state."

"In the next few days you will see attacks from the Islamic State in the usa."

- Omar Mateen, 6/12/16

Minutes of Madness

2:00 Mateen Opens fire at office-duty police officer at entrance

2:02

2:03

2:04

2:05

2:06

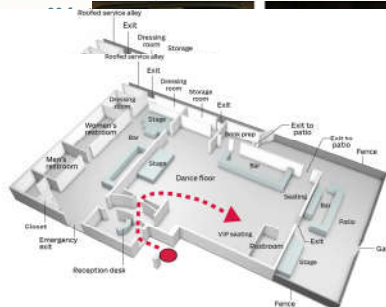
2:08

2:09

line with

2:13

2:15



Minutes of Madness

2:18

2:20

2:22

2:25

2:35

2:40

2:45

for

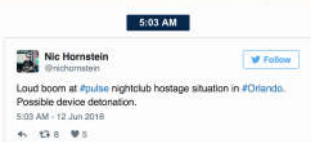
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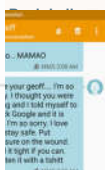
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2:52

Rej



mobilize



Minutes of Madness

3:03 2nd call with crisis negotiator – 16 minute call

3:24 3rd call with crisis negotiator – 3 minutes

3:28 Fire Dept transmission **"This is ORMC. Only trauma alerts. If they're walking, talking, anything else, [they] need to go to another unit."**

4:00 Mateen texts wife asking if she saw the news. She texts "I love you."

4:05 Bomb and HAZMAT teams deployed

4:21 Rescue attempt in back corner, through air conditioning unit

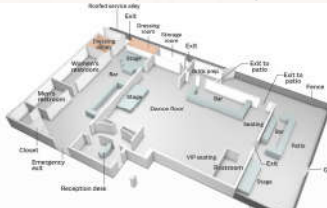
4:29 Victims tell police Ma

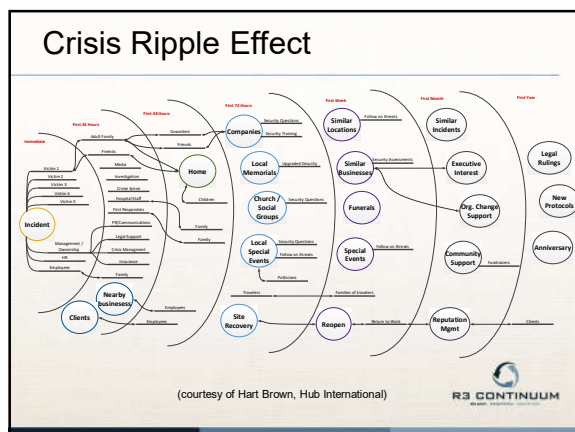
vests on hostages, and hi

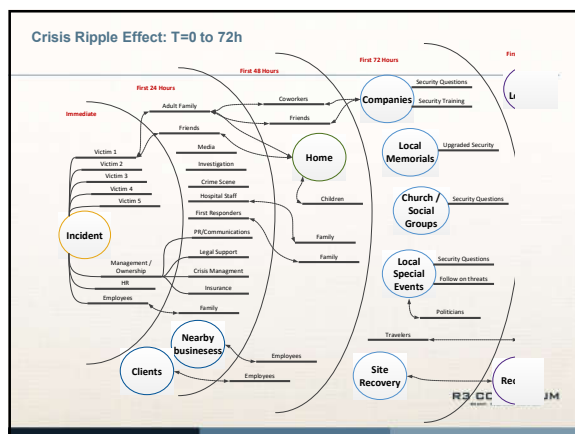
5:02 SWAT enters, fearing

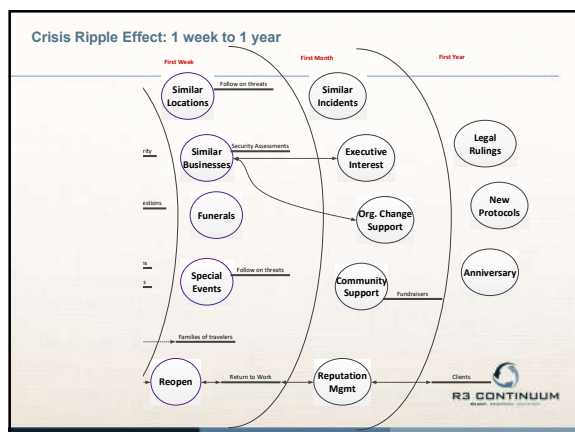
5:14 Mateen emerges

5:53 First official commun









Situational Awareness and Regulatory Flexibility: Foundational Principles



What is Situational Awareness?

The National Response Framework defines it as "the ability to **identify, process, and comprehend** the critical information about an incident—*knowing what is going on around you*—[requiring] continuous monitoring of relevant sources of information regarding actual incidents and developing hazards."



SA in Emergency Response

NIMS Protocol:

- Providing the right **information** at the right **time**.
- Improving and **integrating** national reporting.
- Linking operations centers and tapping subject-matter experts (i.e. **resources**).
- Standardizing **reporting**.
- Goal: Coordinating multiple agencies, allocating resources **organizational**



SA in Healthcare

- Perceiving **critical factors** in the environment
- Understanding **what the critical factors mean**, particularly when integrated with the decision maker's goals
- Understanding **what may happen** within the situation in the near future
- Goal: Reduce medical errors, improving patient care.



Question

What is Situational Awareness in a *Disruptive Event Management* context?



Pulling it all Together

Common themes in any SA paradigm are:

- **Nuanced understanding** (who am I serving?)
- **Intentional information gathering** (what's going on?)
- **Resource/service determination** (what's my objective?)
- **Forecasting implication/outcome** (what happens next...or could happen?)
- As in any high-intensity, high visibility situation, DEM requires situational awareness and balances **Organizational and Individual** dynamics



SA in DEM

Situational Awareness intentionally pays attention to:

- What is unique about this event/setting?
- What does the site/**organization** need?
- What do the **employees** need?
- What signs of **resilience** are present?
- How can I support/augment return to work (**functional**



Who Am I Serving?

- **Company** - objective is to mitigate impact and return to operations
- **Employee** - objective is to regain equilibrium and stay at work/ return to work
- **EAP** - objective is to demonstrate value and provide service
- **R3 Continuum** - objective is to deliver compassionate care that facilitates natural resilience



What's Unique?

- Unusual event or expected hazard?
- Corporate culture?
- Ethnic, Gender/Orientation, Age, SES, etc. Factors?
- Significant history of events?
- Union involvement?
- Make no assumptions!



What Does the Organization Need?

- The leadership needs to have some **guidelines and information** on what might be helpful to their employees, customers, or others who might be affected by an event
- They need **understanding of the impact** on themselves and tools for helping their staff to move forward
- They need help in organizing a **planned helpful response** for their stakeholders/community



What Do the Employees Need?

- To know that their **leadership cares** about them and their reactions to the event
- To know that the reactions they might be having (if any) are **understandable reactions** to an abnormal event
- To know that these reactions are typically **temporary**
- To learn that there are things they can do to "speed up" their **recovery and return** to pre-incident functioning

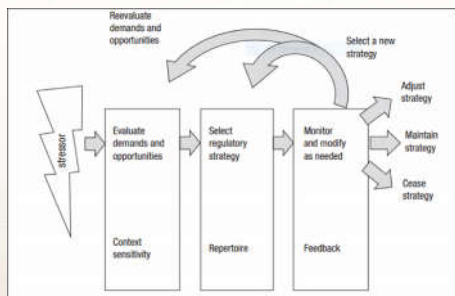


Allow for Individual Expression

Emotional Flexibility recognizes that both down-regulation (suppression) and up-regulation (expression) are essential for healthy adjustment and coping



Regulatory Flexibility



Bonanno, 2013

R3 CONTINUUM

Context Sensitivity

- The ability to perceive impinging **demands and opportunities** from the situational context
- How we read the situation
 - What just happened?
 - What am I expected to do?
 - What am I capable of doing?
 - Locus of Control

R3 CONTINUUM

Repertoire of Coping Behaviors

Regulatory Strategy:
What would you do?

R3 CONTINUUM

Meaning and Belief in Recovery

"It is important to note that it is not the coping skills that individuals have or do not have that are important. What counts are the coping skills that individuals *believe* they have or do not have."

(Ray, 2004)

Coping efficacy is defined as the perceived capability to manage post-traumatic recovery demands.

(Benight & Bandura, 2004)



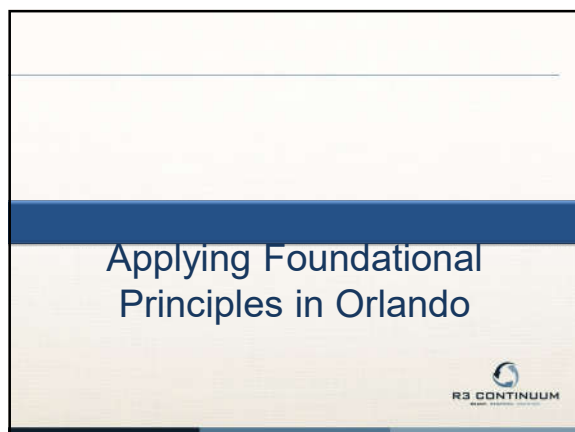
Feedback

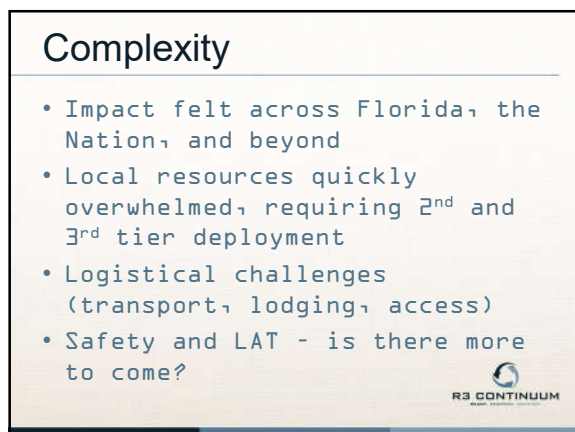
- The ability to gauge the efficacy of a particular strategy
 - Internal - How do I feel it is working?
 - Social - How do I perceive others as reacting to my efforts?
- Based on cost/benefit, decide to maintain, adjust, or cease

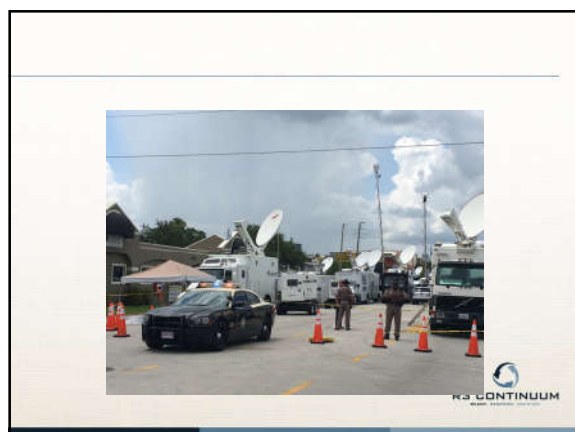


Potential Self-Labels

Victim	Survivor	Thriver
Sense of being stuck and helpless	Sense of having "gotten through it"	Committed to moving forward
Feeling out of control	Beginning to take control back	Active and engaged in own recovery
Angry	Optimistic	Acquiring peace and renewal
Passive	Emotions come in "waves" but able to manage	Belief that one has learned, even grown, from the experience
Overwhelmed by emotions	Belief that one has resources	Heightened compassion for others
Self-pity	Living "one day at a time"	Looking to the future
Looking for Rescue	Influenced but not controlled by the past	
Avoidance		
Self-Blame		
Preoccupation with the Past		







Sensitivity

This event required high level of Situational Awareness due to:

- Cultural Sensitivity
- National/International Visibility
- Intense Media Scrutiny
- Political Context
 - Mental Health?
 - Gun Control?
 - ISIS?
 - Xenophobia?
- Concurrent Events



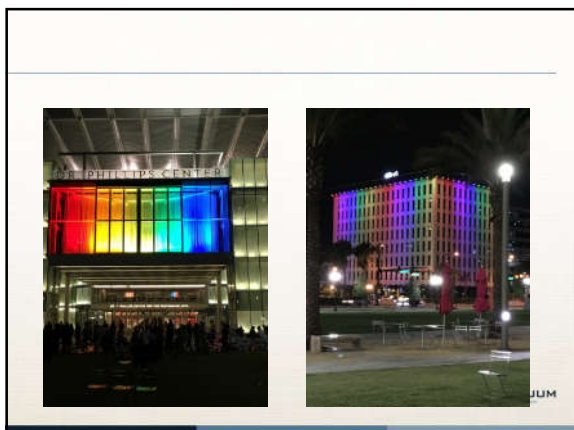
Multiple Concurrent Events



Resilience

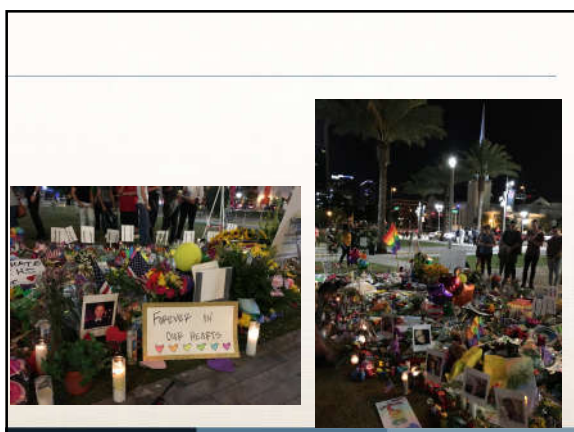
- Diverse settings, demographics and cultures required commitment to Regulatory Flexibility
- Entire continuum of emotional expression witnessed
- No "one size fits all"
- "Bear witness" to community strength and individual resilience





Unique Themes Expressed

- **Cognitive Dissonance** on a Community Scale - *"The happiest place on earth"?*
- **Exhaustion** - *"I lost 8 friends...How do I decide which funerals to go to?"*
- **Crisis of Faith** - *"Will God hear my prayers?"*
- **Anger at National Discourse** - *"We knew this was going to happen eventually!"*



Hope



Final Thoughts

"I've learned that people will forget
what you said,
people will forget what you did,
but people will never forget how you
made them feel."
- Maya Angelou



Thank You! Questions?

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