One Orlando: EAP Response to Mass Shooting
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Thinking About the Unthinkable
The size, intensity, and visibility of the event gripped

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
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.
Warning Signs - Omar Mateen

• 5/13 1st FBI investigation for claiming links to Al Qaeda and Hezbollah (not credible). Interviewed 2x, claimed anger 2nd Islam. Investigated 18 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 “kind” 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        Mateen moves 30 feet to VIP area; DJ cuts music, warns patrons to run; congestion at patio exit, forcing many to flee to bathroom
2:03        First 911 calls are made
2:04        Two backup LEOs arrive, but do not enter due to "active shooter"
2:05        First victims flee club
2:06        Eddie Justice, 30yo, texts his mother from bathroom
2:08        5 officers break window and enter club, are pushed back
2:09        Pulse FB pages posts

Dispatcher logs - "My caller is no longer responding, just an open line with moaning."
2:13        First victims in route to Orlando Regional Medical Center
2:15        Additional shots heard - onsite, and on 911 calls

Minutes of Madness

2:18        LEOs report shields cannot stop the bullets; SWAT mobilize
2:20        Victims witness Mateen re-loading
2:22        Mateen 1st 911 call, professes loyalty to ISIS
2:25        Jeff Rodriguez, shot three times, texts younger brother
2:35        Mateen 2nd 911 call – pledges allegiance to Abu Bakr al-Baghdadi
2:40        Mateen searches internet for news of attack
2:45        Mateen calls Channel 13 News - "I'm the shooter. It's me... I did it for ISIS"

Social media posts proliferate

2:48        Crisis negotiator engages Mateen on phone
2:52        Reports that Mateen may be wearing a bomb, perhaps also in car

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 Mateen had vests on hostages, and h
4:52        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.
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 both 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 resilience?)

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.
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

Repertoire of Coping Behaviors

**Regulatory Strategy:**

*What would you do?*
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

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

Complexity

• Impact felt across Florida, the Nation, and beyond
• Local resources quickly overwhelmed, requiring 2nd and 3rd tier deployment
• Logistical challenges (transport, lodging, access)
• Safety and LAT - is there more to come?
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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