

# Athens seminar and reception: The Future of Crewing

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Thursday 4 October

# Thematic business update

Nick Frampton

Head of Division, The Standard Club

# Introduction to The Standard Club

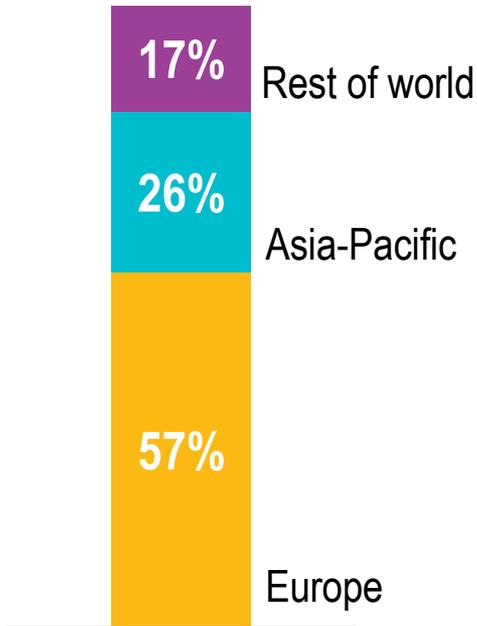
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- A leading International Group P&I club, established in 1884 and now insuring over 10% of global shipping across all major markets.
- Industry-leading service, a track record of financial security, and a selective, conservative approach to growth.
- 2017: overall underwriting profit for the financial year, continued growth of The Standard Syndicate and the Singapore War Risks Mutual.
- A broad range of P&I and other marine and energy covers, offering sustained excellent value to high-quality operators.

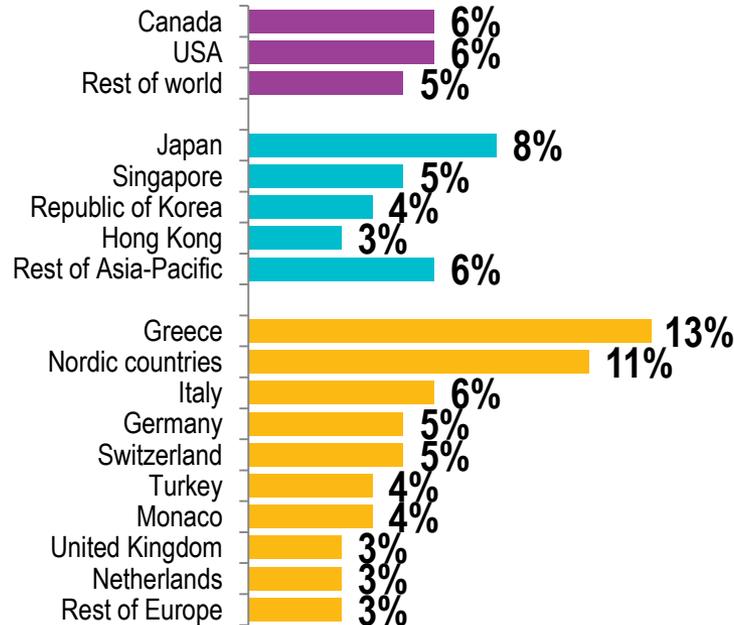
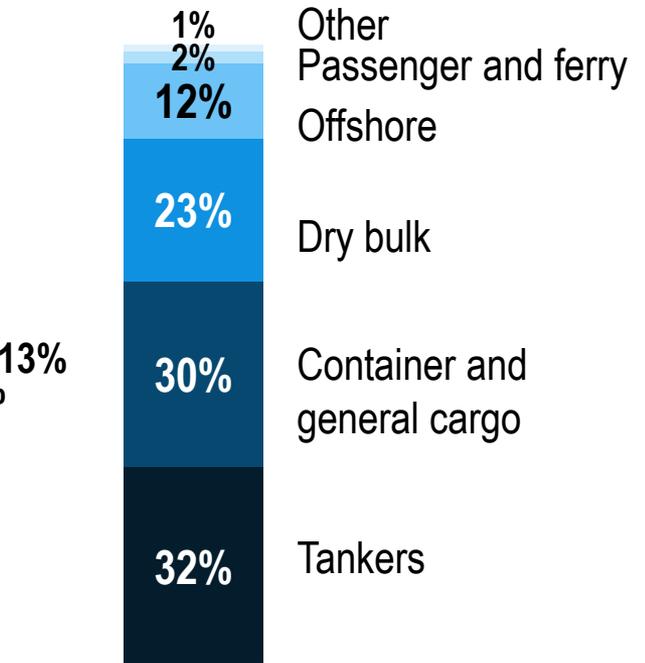
# Membership

Diverse spread of business by country of management and ship type

Owned tonnage by region



Owned tonnage by ship type



# 12 month review

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- Owned GT increased by 7% compared with World fleet growth of 2.5%
- 5% return of call for 2nd consecutive renewal
- Release calls among lowest in IG: 6% for 18/19, otherwise nil
- London Class: new business from Italy, Germany and Greece
- Reorganisation of service teams in London
- Move to the new office in the heart of the City

# Overview of the club: key financials

Selective growth; breakeven underwriting; strong balance sheet

Total tonnage

**159mgt**

2018

149mgt

2017

Premium income

**\$296m**

2018/19

\$304m

2017/18

Combined ratio

**111%**

2018/19

101%

2017/18

Investment return

**2.0%**

2018/19

6.4%

2017/18 financial year

Free reserves

**\$461m**

2018

\$430m

2017

S&P rating

**A (strong)**

AAA capital strength

reaffirmed July 2018

# Our ambition

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**01** To provide first-class financial security.

**02** To be recognised for providing excellent service through solving members' problems.

**03** To provide a broad range of P&I insurance and related covers that represent excellent and sustainable value.

**04** To pursue selective growth, consistent with the other objectives.

Enabled by a culture of flexibility and innovation

# Track record of flexibility and innovation



Launch of  
The Standard  
Club Asia Ltd

1997



TOKIO MARINE  
NICHIDO

'TS21' joint  
venture with  
TMNF

2001



Dedicated  
'offshore'  
team

2006



Plan to  
launch IG  
COFRs\*

2014



Launch of  
SWRM war  
risks class

Feb. 2015



Launch of  
The Standard  
Syndicate at  
Lloyd's

Apr. 2015

\*Not supported by the International Group, but resulted in a competitive new entrant to this market  
*"Owners could save close to \$40m each year if International Group clubs support [Standard's] move and guarantee US COFRs"* – Tradewinds, January 2014

# Introduction: The Future of Crewing

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Phil Stephenson

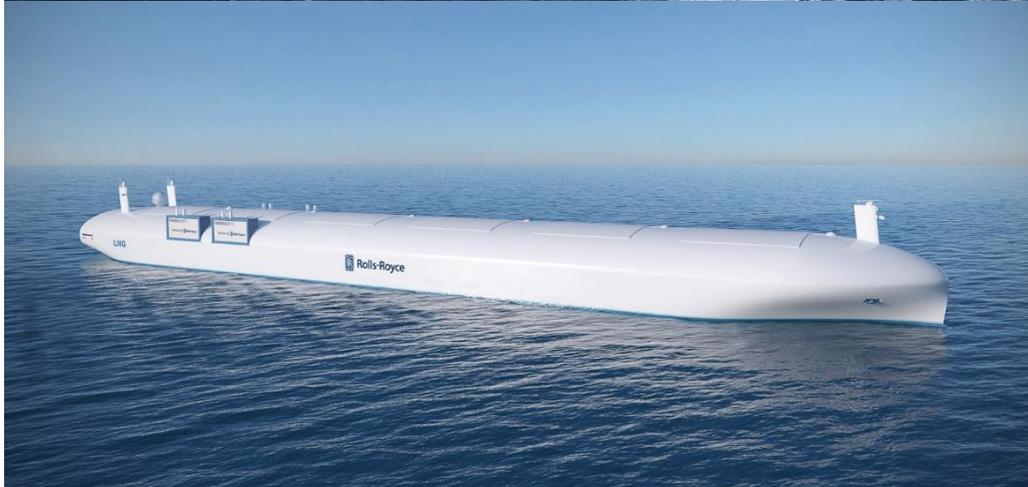
Regional Claims Director, The Standard Club

# Will ships ever be completely crew free?



# Advantages for owners

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# Impact on crewing



# The reality



# Our speakers

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**Yves Vandeborn**

Seafarer Wellbeing and Resilience



**Mark Clark**

Impact of social media on crewing and human factors



**Roy Scott**

Crew Mental Wellbeing – why screening does not work but peer support does

# Seafarer wellbeing and resilience

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Capt Yves Vandeborn

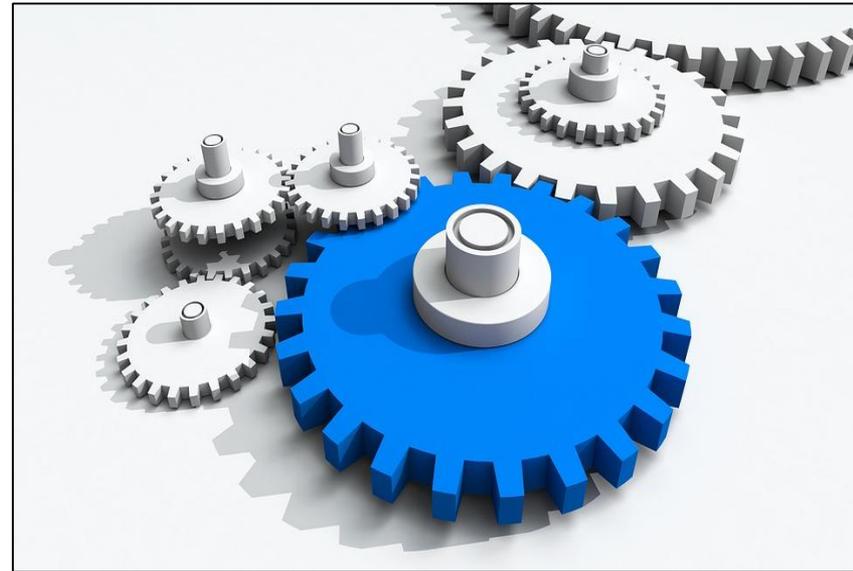
Director of Loss Prevention, The Standard Club

# Seafarer Wellbeing and Resilience

## Why wellbeing matters for resilience

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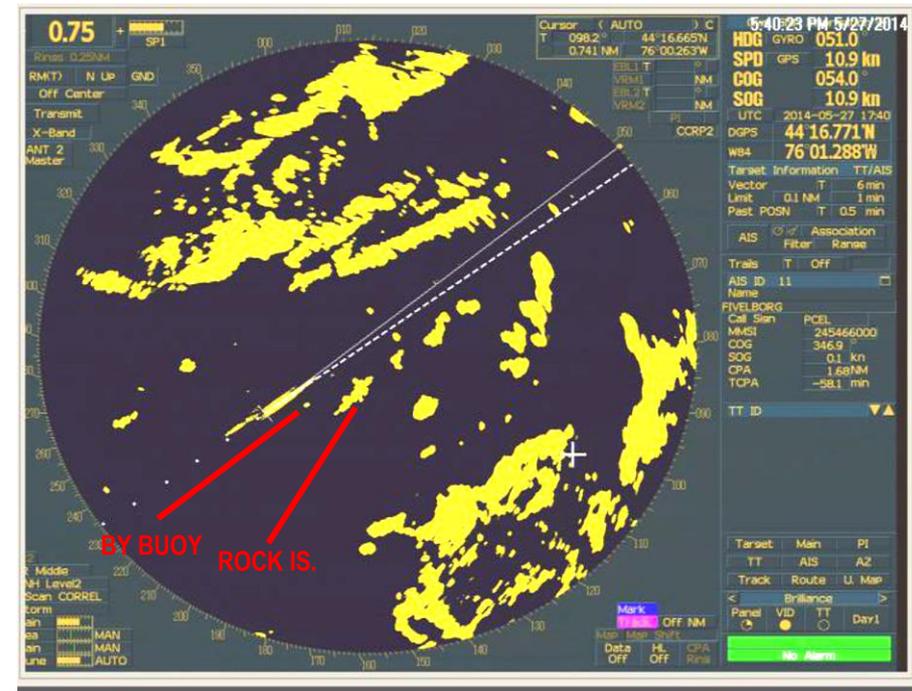
- Resilience refers to the ability of a safety system to deal with unexpected situations effectively
- For a system to be truly resilient all of its constituent parts must operate to their full potential
- The ability of a seafarer to function at his/her full potential is dependant on their wellbeing
- Seafarers suffering from debilitating mental or physical conditions may not be able to employ their training/procedures effectively



# Seafarer Wellbeing and Resilience

## Maritime resilience case study: grounding

- At a crucial moment of a pilotage on the St Lawrence River a fuse controlling power to the rudder indicator was removed
- Fuse was removed by an electrician doing unauthorised repair work
- Bridge crew were required to act quickly to resolve the situation
- Neither the OOW, master or pilot recognised the true situation
- They 'assumed' steering gear failure, rather than a problem with rudder angle indicator
- Because of this the vessel grounded
- **Was resilience demonstrated by the safety organisation?**



# Seafarer Wellbeing and Resilience

## Path to resilience for maritime organisations

- Maritime organisations should attempt to improve their organisational resilience
- Examples of how to do this are:
  - Enhanced training regimes focussed on realism
  - Emphasis on experience as a means to attain expertise
  - Making changes to how an organisation functions which are known to improve resilience



Being Human  
in safety-critical organisations



*How people create safety, what stops them  
and what to do about it*

Dik Gregory and Paul Shanahan

# Seafarer Wellbeing and Resilience

## Scenarios for improving resilience



**Firefighting**



**Bridge ops & emergency response**



**Launching and recovery of boats**

# Seafarer Wellbeing and Resilience

Linking resilience and wellbeing

Concentration/Alertness

Physical endurance

Ability to move rapidly to  
steering gear

Active problem solving



Ability to perform  
under stress

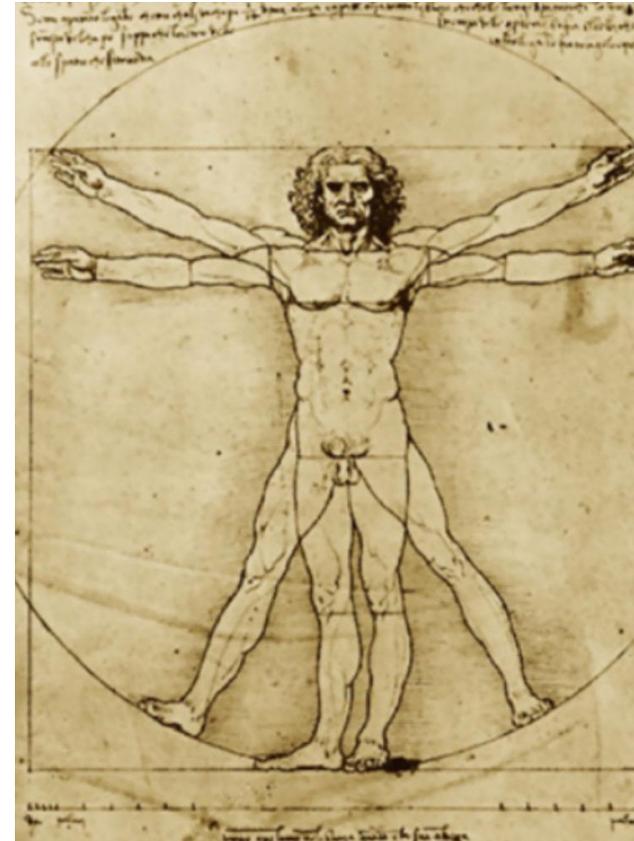
Physical dexterity to switch  
steering modes

Ability to recall training

# Seafarer Wellbeing and Resilience

## Linking resilience and wellbeing

- Safety systems pre-suppose that all of the individuals are fit, both physically and mentally
- How would our earlier case study have been affected by poor wellbeing?
- The Standard Club has engaged with experts to assess the implications of wellbeing on the individual and safety
- The results of these efforts have contributed to the production of a wellbeing special edition of Standard Safety



# Seafarer Wellbeing and Resilience

## Wellbeing and safety: the body

- Some seafarers are affected by poor physical health
- Medical problems and lack of fitness will reduce the effectiveness of a seafarer
- We explore this concept in an article in our wellbeing special: Seafarer health and operational effectiveness
- This article discusses common conditions and their effects on the seafarers ability to function onboard
- Common conditions included
  - Diabetes
  - Hypertension
  - Obesity



DIABETES		HYPERTENSION		OBESITY	
Poor eyesight	Hazard for watchkeeping	Artery damage	Risk of a heart attack	Speed of reaction	Inability to respond quickly
Digestive problems	Nausea, weight loss & heartburn	Coronary artery disease	Risk of a heart attack	Agility	Difficulty accessing hard to reach locations
Nerve damage	Inability to detect hot/cold or sharp objects	Cognitive impairment	Difficulty thinking clearly / problem solving	Physical robustness	Reduced capacity for challenging physical conditions
Kidney disease (severe cases)	Difficulty thinking clearly, nausea	Kidney failure (severe cases)	Difficulty thinking clearly, nausea	Stamina	Reduced effort / effectiveness over time
Lack of blood circulation	Lack of feeling in feet & slow healing	Blurred/ Impaired vision	Hazard for watchkeeping	-	-

# Seafarer Wellbeing and Resilience

## Wellbeing and safety: the body

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- Can a safety organisation consider itself resilient if its seafarers are impaired by medical issues?
- Seafarers are the building blocks of a resilient safety system, their wellbeing matters
- If individual seafarers are suffering a combination of conditions they will have reduced capacity to respond to emergencies/disruptive events
- The Standard Club enhanced PEME scheme recommends against employing approximately 5% of seafarers for combinations of conditions including:
  - Diabetes
  - Kidney problems
  - Obesity
  - Heart conditions

# Seafarer Wellbeing and Resilience

Wellbeing and safety: the mind

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**Astonishing Rates of Seafarer Suicide...And 4 More.**

Breaking the taboo of seafarer mental health

**Suicide the top cause of seafarer deaths**

**Mental health problems at sea: a storm is brewing**

**Seafarer mental health branded 'a serious concern' as part of Mental Health Awareness Week**



# Seafarer Wellbeing and Resilience

## Wellbeing and safety: the mind

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- Our wellbeing publication deals with two distinct areas relating to mental health
  - General mental health
  - Post Traumatic Stress Disorder (PTSD)
- Our article “A rising tide” lists mental health risk factors:
  - Social isolation
  - Long voyages
  - Fatigue
  - Separation from friends and family
  - Increased pressure on individuals
  - Lack of crew cohesion
  - Lack of shore leave
  - Harassment and bullying
  - Precarious employment

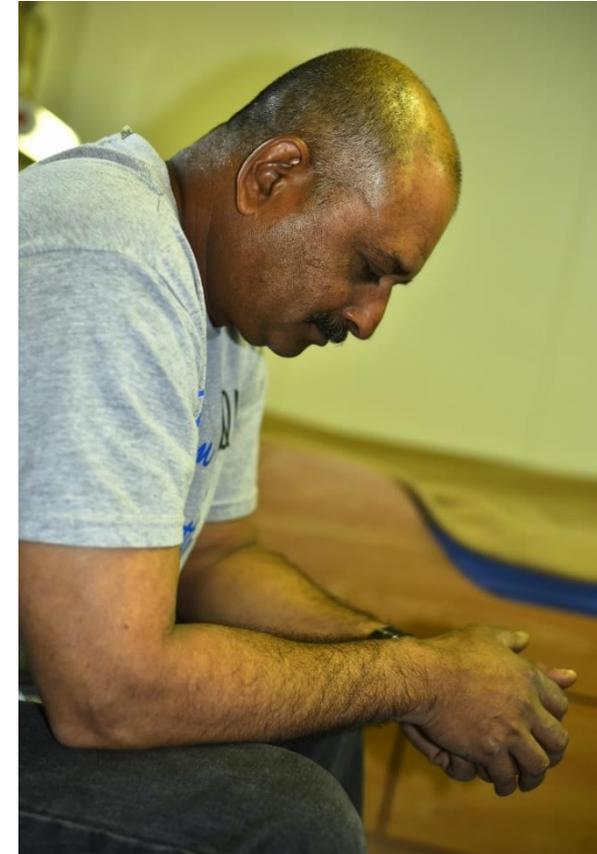


# Seafarer Wellbeing and Resilience

## Wellbeing and safety: key points

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- General mental health problems known to be linked to poor performance on board:
  - Anxiety
  - Stress
  - Depression
  - Self harm and suicide
- Social media/internet use and poor mental health
  - Links to social isolation
  - Seafarers no longer socialise as they once did
- How does zero alcohol policy affect social interaction?
- Loss Prevention has researched ways to screen for those suffering from pre-existing mental illness





# Seafarer Wellbeing and Resilience

## Conclusion

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- A negative trend in seafarer wellbeing is being widely reported
- Seafarers must be physically and mentally capable of responding to the needs of the safety system
- Wellbeing is therefore crucial to the effectiveness of safety systems
- The Standard club has produced a Seafarer Wellbeing: Special Edition
- Members should have an active interest in ensuring a baseline wellbeing standard for their crews in the interests of safety

# Impact of social media on crewing and human factors

Mark Clark

Director, MTI Network



**MTI**  
NETWORK

Protecting  
Reputation

**PRO  
RESPONSE**





New York  
9/11



Manila  
2018



**REPUTATION**  
**in the Age**  
**of**  
**Social**  
**Media**



US World Environment Soccer More

Will MySpace ever lose  
its monopoly?

*Victor Keegan*

Thu 8 Feb 2007 07:41 EST



 friendster®

The Friendster logo, consisting of a circular icon with a smiling face (two dots for eyes and a curved line for a mouth) followed by the word "friendster" in a bold, lowercase, sans-serif font, with a registered trademark symbol (®) to the right.

facebook

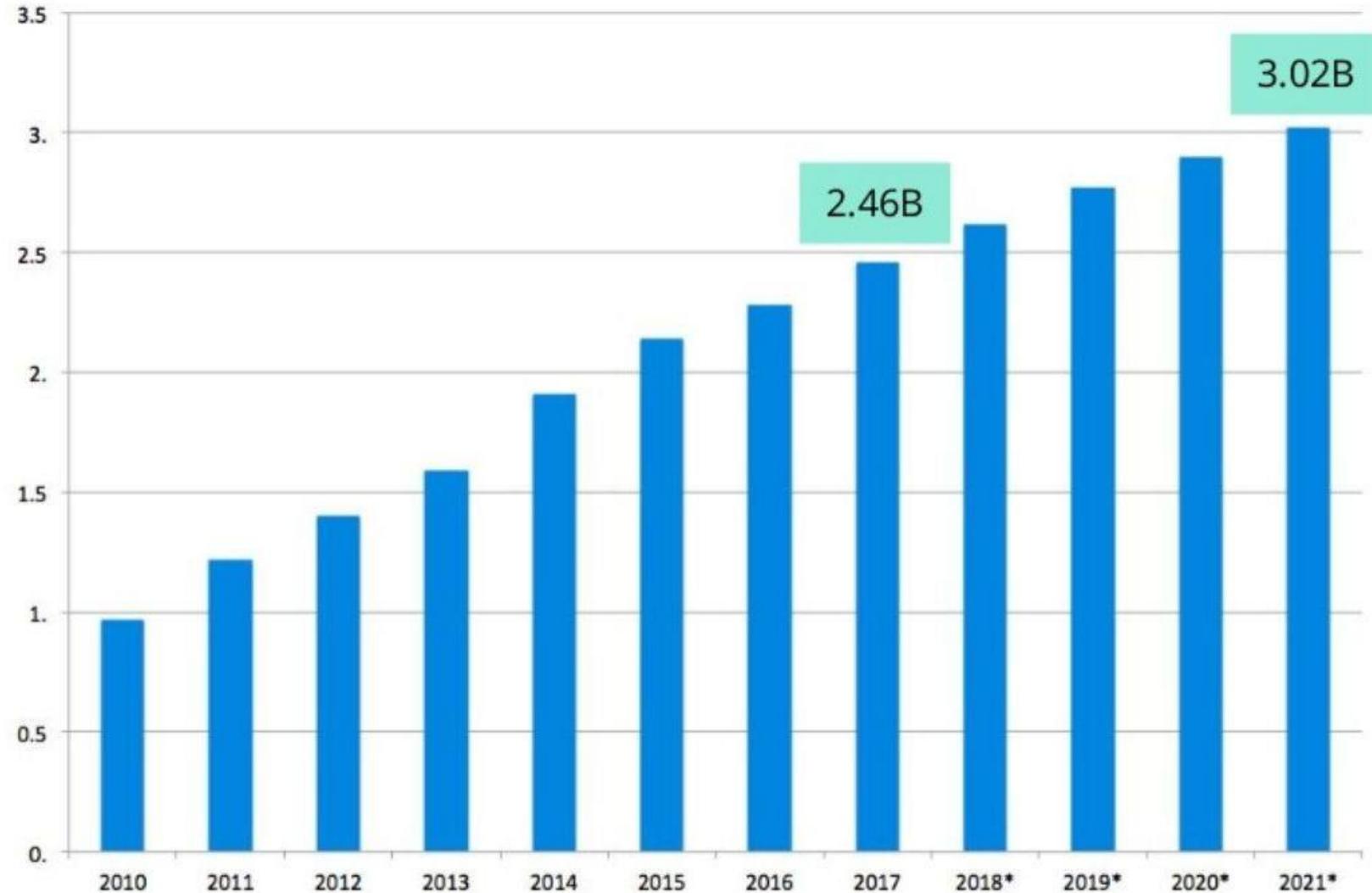
Fast forward to 2018



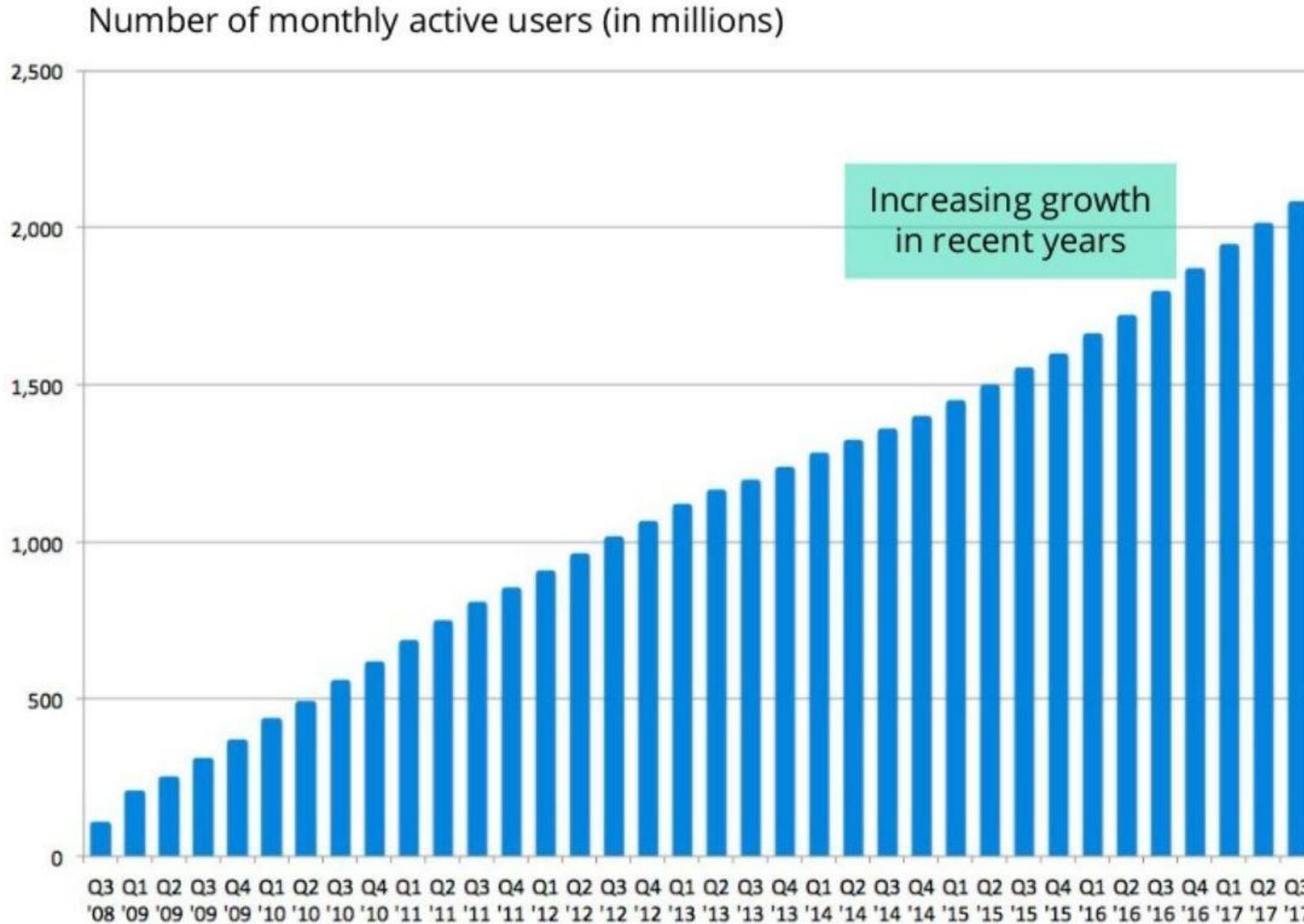
There are now almost 2.5 billion social media users on the planet..

... estimated to grow to > **three billion** by 2021.

Number of social media users (in billions)



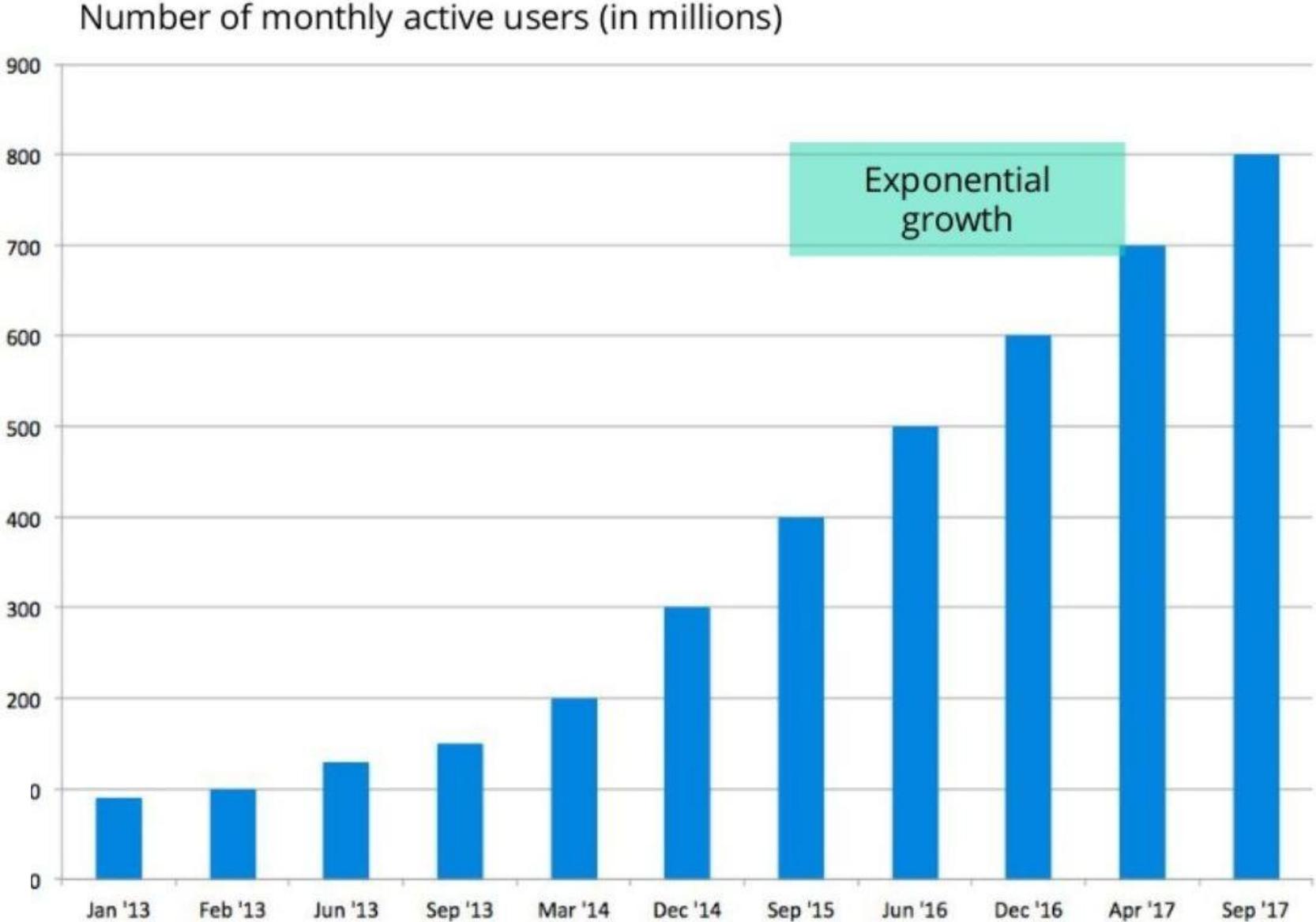
# Facebook - 2.07B MAUs



**30+ age demographic**

**84% of 30–49 year olds use Facebook.**

# Instagram - 800M MAUs



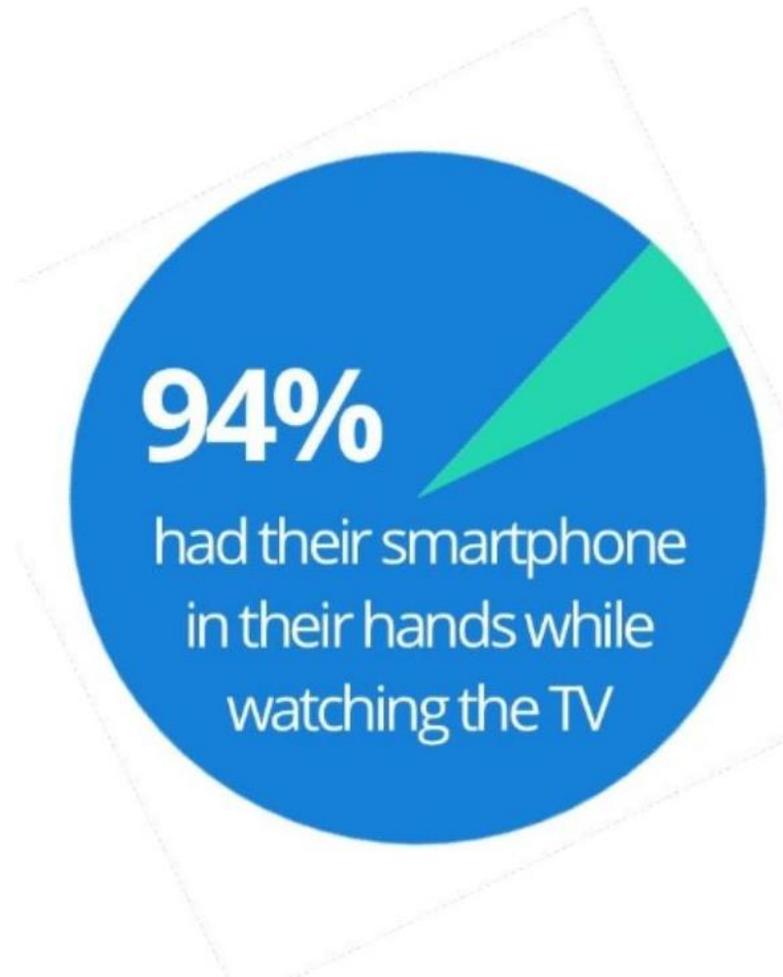
**18+ age demographic**

**64% of 18 - 29 year olds use Instagram**



# “Double screening”

We are becoming glued to our smartphones



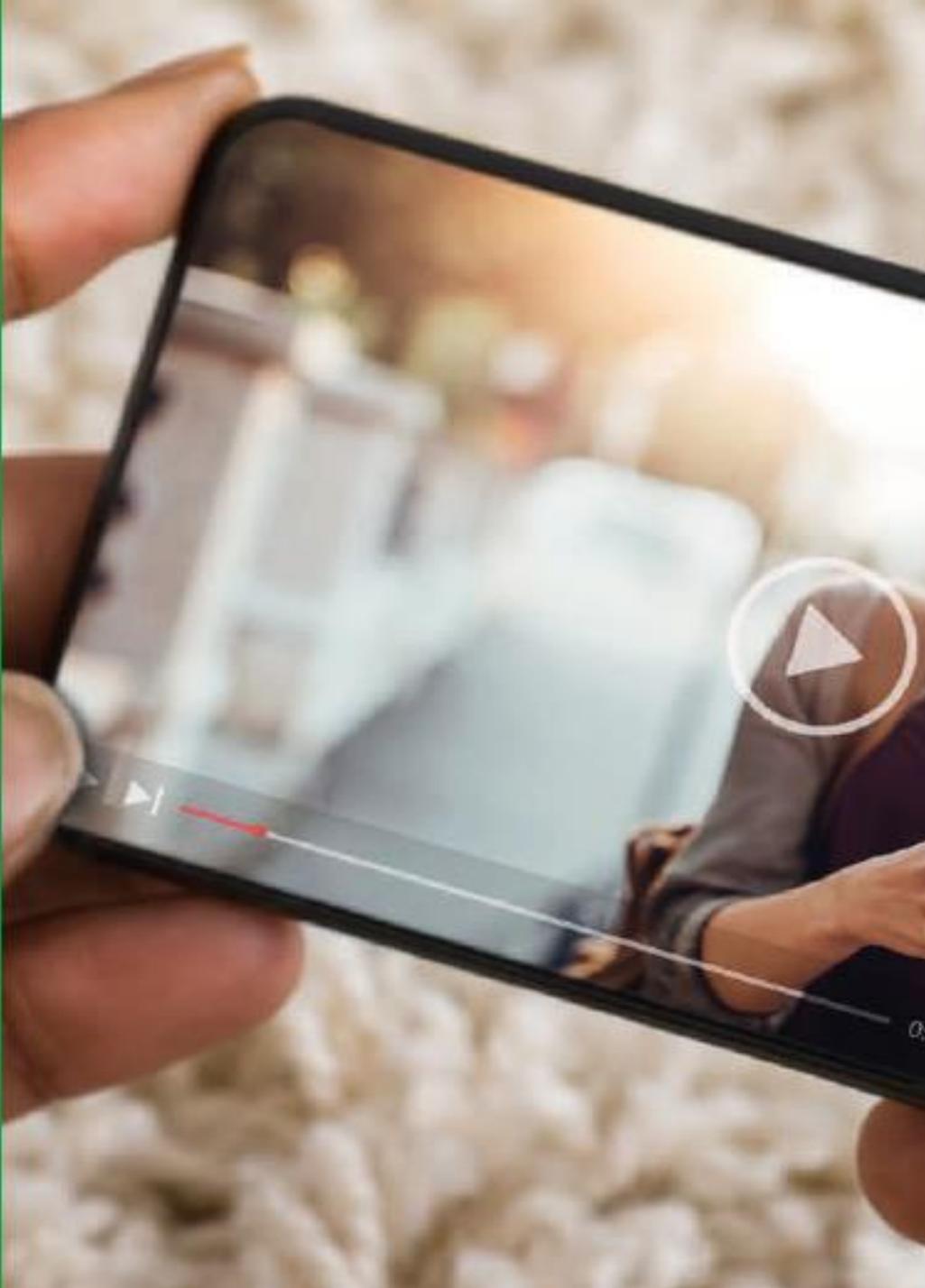
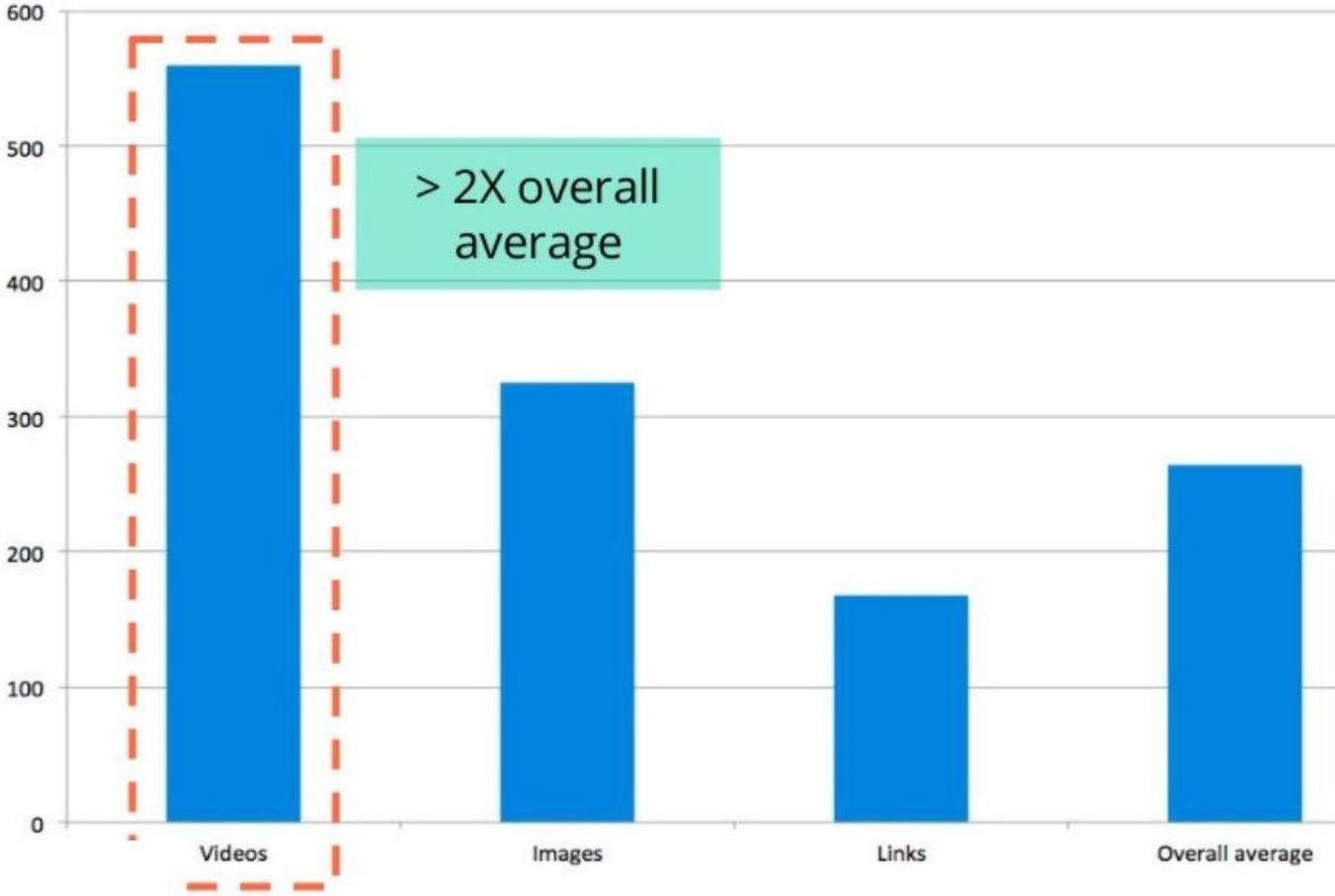
- ◆ Facebook study: 100 people watching TV
- ◆ 94 had their smartphone in their hands
- ◆ One of the top reasons they look away from the TV is to **use their smartphone**



- A 55-75 year old now looks at their phone an average of 60 times a day (22,000 times per year), compared to an average of 40 daily glances across all Western European adults.
- 71 per cent of this group checks their phones within 15 minutes of waking, compared to 56 per cent across all smartphone owners.

# 2018 will again be the year of video

Average engagement by Facebook post type

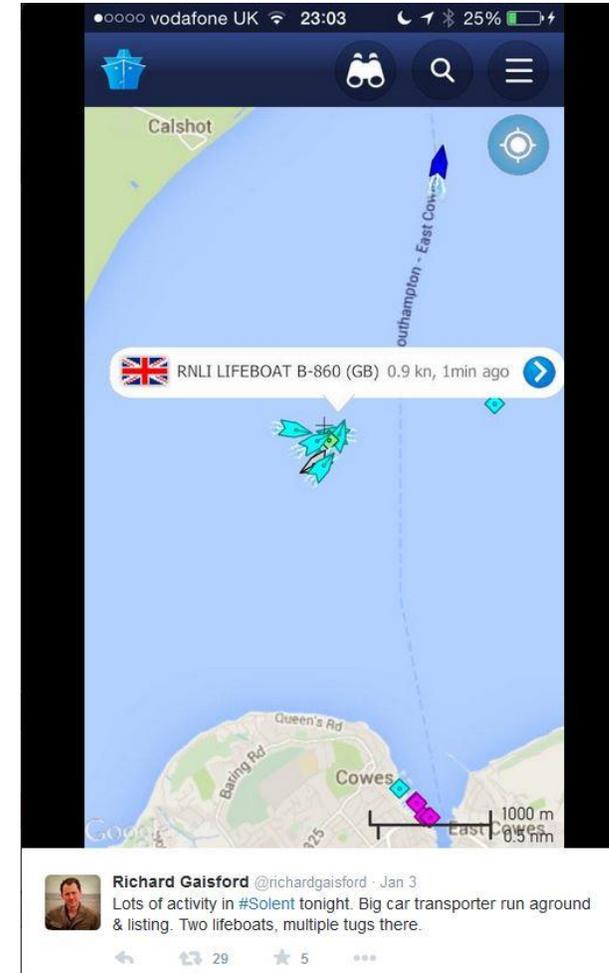
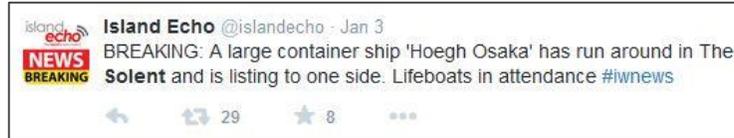


- Media monitoring - TV, Radio, social media, print, etc..
- Over 200 social media platforms





# Speed of social media and visibility





## Hoegh Osaka: Drone video of stranded cargo ship



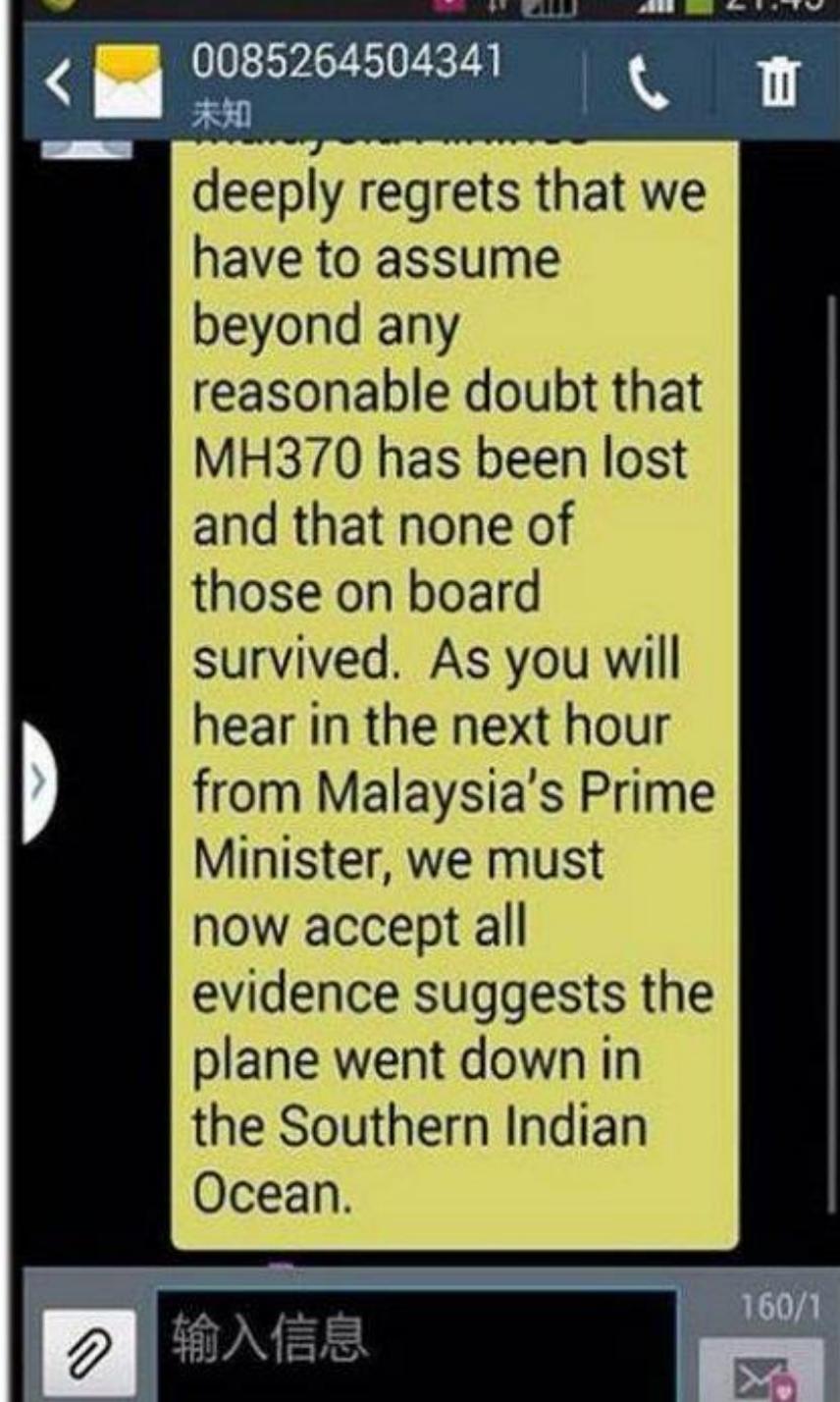
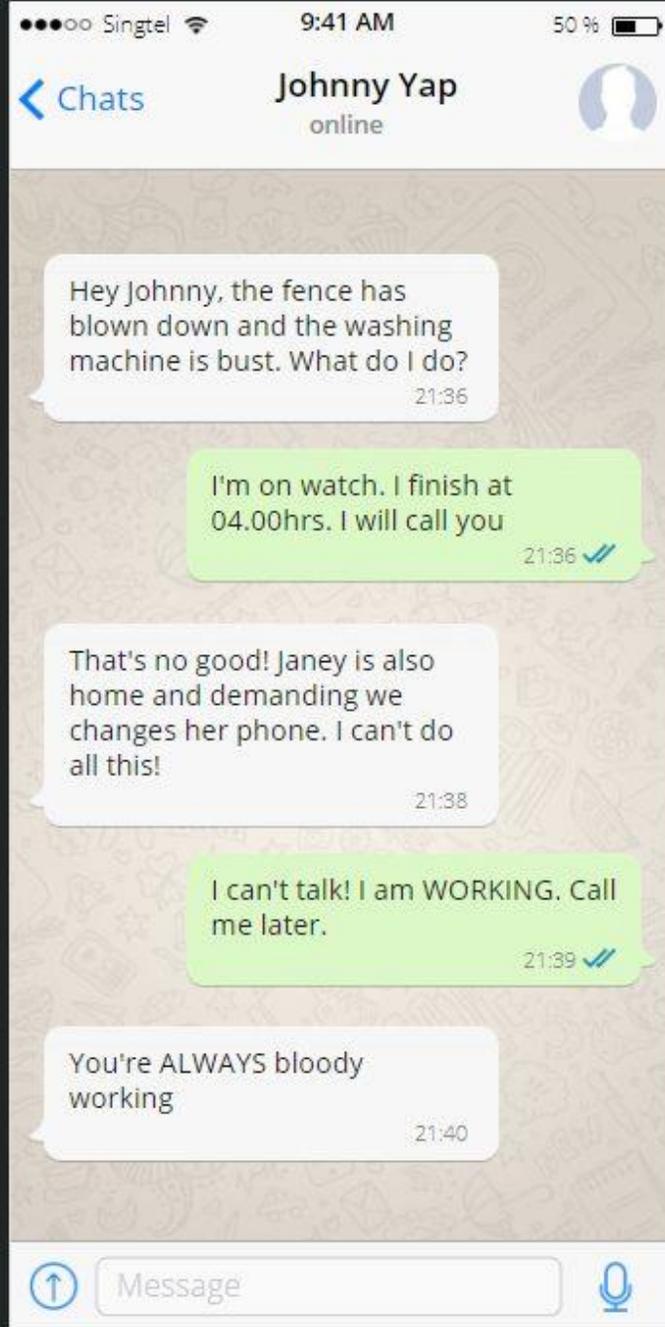
BBC News ✓

 **Subscribe** 361,195

524,650

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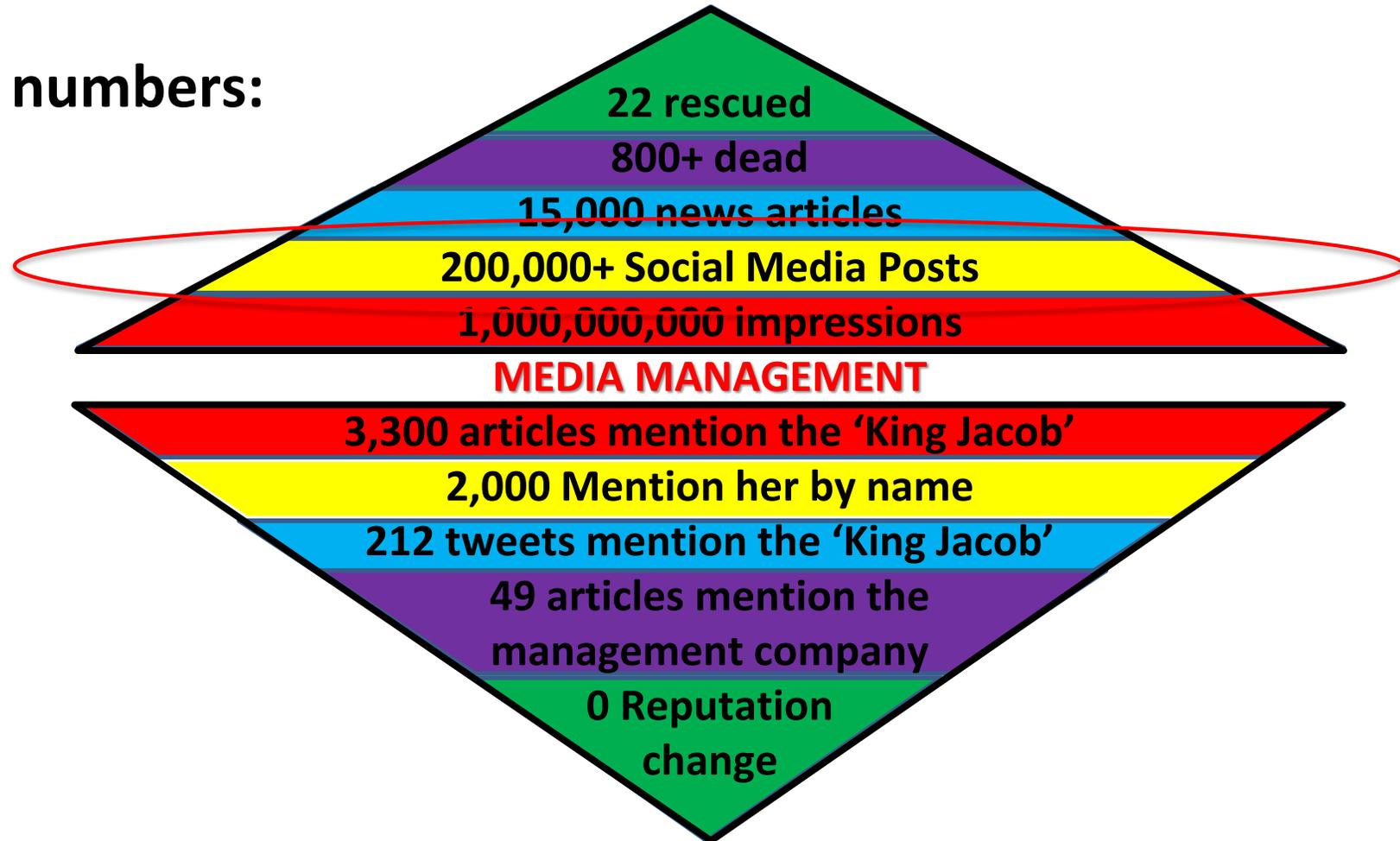
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# 'King Jacob' Mediterranean Migrants and a Global Audience



**By the numbers:**



# Controlling media access



Figure 5 Tweet about King Jacob from April 24, 2015



# Controlling media access

Shipping containers positioned to restrict media access to the quay side



# BBC News: “The ‘King Jacob’s’ master and second officer have been taken in for questioning...”



- All crew asked not to post any social media
- All crew asked to stay aboard despite MLC
- Psychotherapist brought on board
- Padre invited to say Mass for the dead on deck



Selfie Stick, the latest  
piece of SOLAS  
equipment



- Be prepared to engage in social media as owner/manager to counter any posts that are plain lies or dangerous untruths.
- Deaths, injuries **ARE** being reported on Twitter



- In the first hour or so, a large incident may attract 100/200 media calls an hour into the office.
- The crew on board will be reading of your response on their devices



# Large Yacht crew also affected..

Superyacht crew are also struggling with stress and mental health issues.

- Out of a recent crew survey, 72% had suffered from mental health problems, or knew someone else in the industry that had.
- Out of this proportion, only 54% had talked about their issues, with 70% confirming that no support was put in place to help them cope when struggling with stress and general mental health on board.



# Our goal: *“One Voice, One Message”*

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- **Crew/staff**
- Owners/Managers/Operators
- Charterers/Customers
- Regulators
- QI/Response contractors
- Insurers
- Authorities
- Emergency Services



# Crew Mental Wellbeing – why screening does not work but peer support does

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Roy Scott MBE

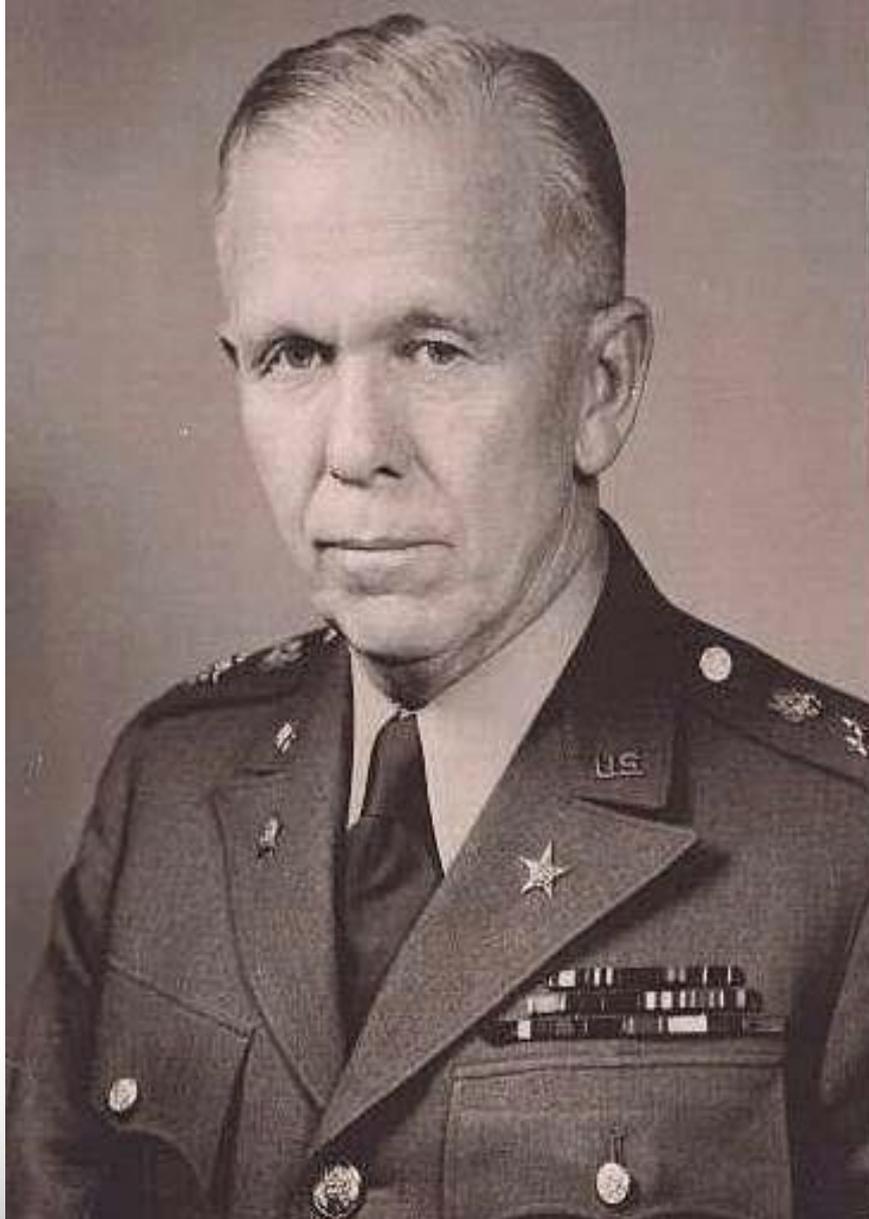
March on Stress

# What is screening?

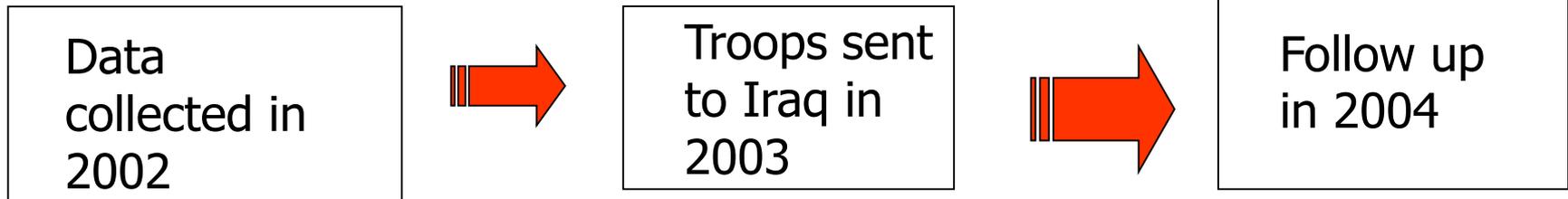
- Asking questions in order to ascertain an individual's vulnerability to develop mental ill-health or to identify their mental health status
- Its aim is to maintain or improve an individual's state of mental health

# The seduction of pre-screening

- Screening beforehand for “vulnerability to PTSD” is seductive
- The grandmother test is good...however other tests are very poor
- Historically - US Army and WW2



# King's College London – Screening research



Research

BMJ

**Mental health screening in armed forces before the Iraq war and prevention of subsequent psychological morbidity: follow-up study**

Roberto J Rona, Richard Hooper, Margaret Jones, Lisa Hull, Tess Browne, Oded Horn, Dominic Murphy, Matthew Hotopf, Simon Wessely



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# US ex-astronaut to plead insanity

By Andy Gallacher  
BBC News, Florida

**Lawyers for former Nasa astronaut Lisa Nowak say they are planning to pursue a defence of temporary insanity when she stands trial in Florida next month.**



Capt Nowak was said to be suffering from depression and insomnia

The 44-year-old mother of three is charged with attempted kidnap, assault and burglary.

Police say she confronted a woman she believed was a rival for the affections of a space shuttle pilot.

Capt Nowak made headlines after police said she drove across the US wearing adult nappies to avoid toilet breaks.

She was arrested at Orlando airport here in Florida after confronting Air Force Capt Gallen Chisman, a woman she

## VIDEO AND AUDIO NEWS

**Lisa Nowak's fall from grace**

Watch

### SEE ALSO

- Accused US astronaut says sorry 25 Aug 07 | Americas
- Nasa scandals overshadow launch 27 Jul 07 | Science/Nature
- 'Love triangle' astronaut sacked 08 Mar 07 | Americas
- E-mails show Nasa 'love triangle' 07 Mar 07 | Americas
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### RELATED BBC LINKS

- BBC - space exploration

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# Stigma

- Leads people to not to want to answer surveys honestly
- Is a feature of life in general but may be especially problematic in 'closed environments' such as onboard vessels
- May be improving but slowly

# People don't always tell the truth



# The problems with mental health selection/health screening with organisations

- No evidence of effectiveness to date
- Natural history wrong – most get better
- False positives swamp system (labelling)
- Suspicion amongst target population
- May be well intentioned but not organisationally effective

Jones & Wessely 2003: Rona et al 2004: French et al 2004: Rona et al, JAMA 2005

# So what to do

- Don't screen – focus on improving helpseeking
  - Eg. Royal Foundation 'heads together'



# Peer support

*Journal of Traumatic Stress*  
April 2012, 25, 134–141  
CE Article



## **Guidelines for Peer Support in High-Risk Organizations: An International Consensus Study Using the Delphi Method**

Mark C. Creamer,<sup>1,2</sup> Tracey Varker,<sup>1,2</sup> Jonathan Bisson,<sup>3</sup> Kathy Darte,<sup>4</sup> Neil Greenberg,<sup>5</sup>  
Winnie Lau,<sup>1,2</sup> Gill Moreton,<sup>6</sup> Meaghan O'Donnell,<sup>1,2</sup> Don Richardson,<sup>7</sup> Joe Ruzek,<sup>8</sup>  
Patricia Watson,<sup>9</sup> and David Forbes<sup>1,2</sup>

<sup>1</sup>Australian Centre for Posttraumatic Mental Health, Melbourne, Victoria, Australia

<sup>2</sup>Department of Psychiatry, University of Melbourne, Melbourne, Victoria, Australia

<sup>3</sup>School of Medicine, Cardiff University, Cardiff, Wales, United Kingdom

<sup>4</sup>Veterans Affairs Canada, Charlottetown, Prince Edward Island, Canada

<sup>5</sup>Institute of Psychiatry, King's College, London, England, United Kingdom

<sup>6</sup>Rivers Centre for Traumatic Stress, Edinburgh, Scotland, United Kingdom

<sup>7</sup>Parkwood Operational Stress Injury Clinic-St. Joseph's Health Care, London, Ontario, Canada

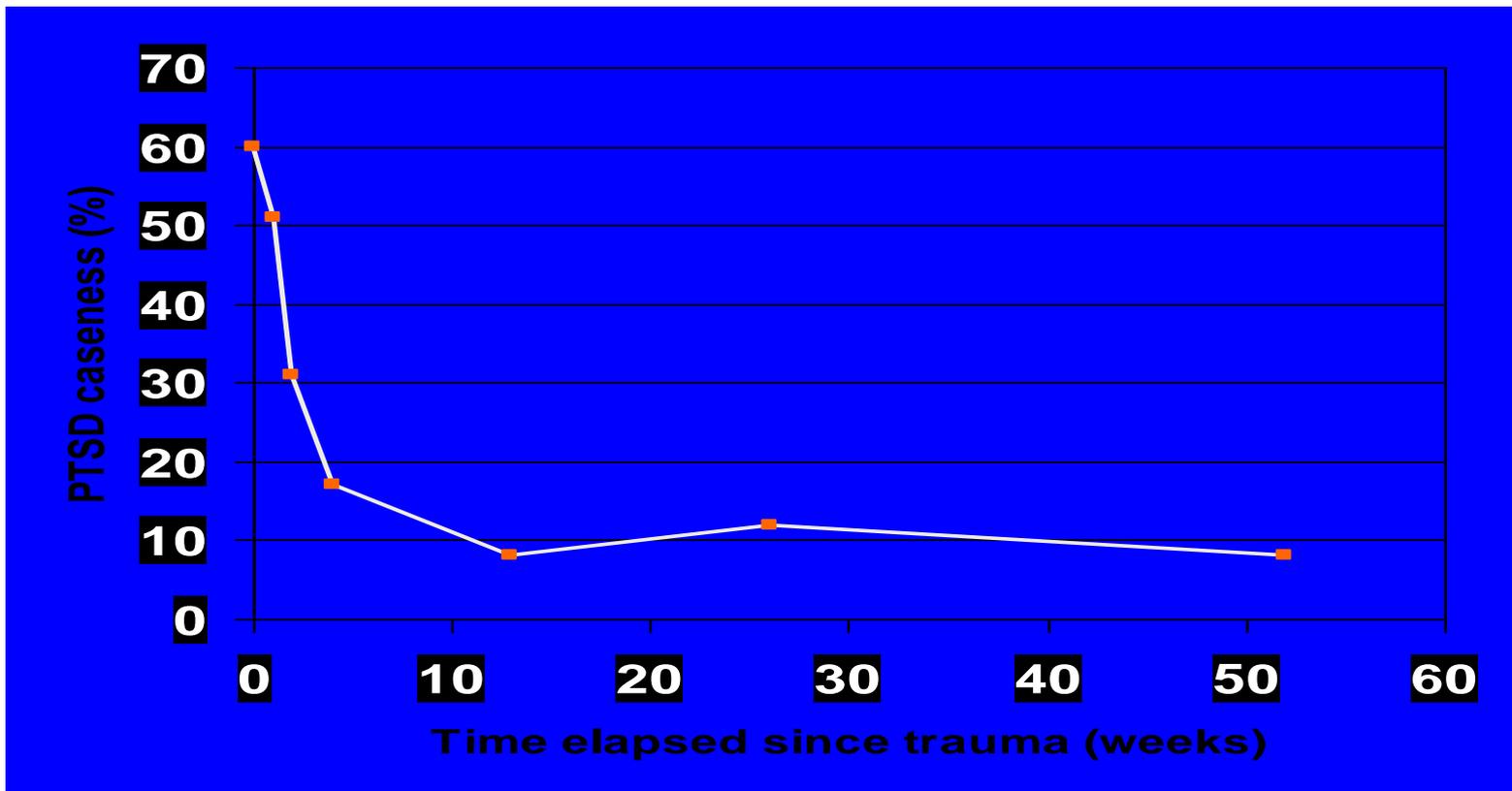
<sup>8</sup>National Center for PTSD, VA Palo Alto Health Care System, Menlo Park, California, USA

<sup>9</sup>UCLA/Duke University National Centre for Child Traumatic Stress, Los Angeles, California, USA

### Peer supporters should:

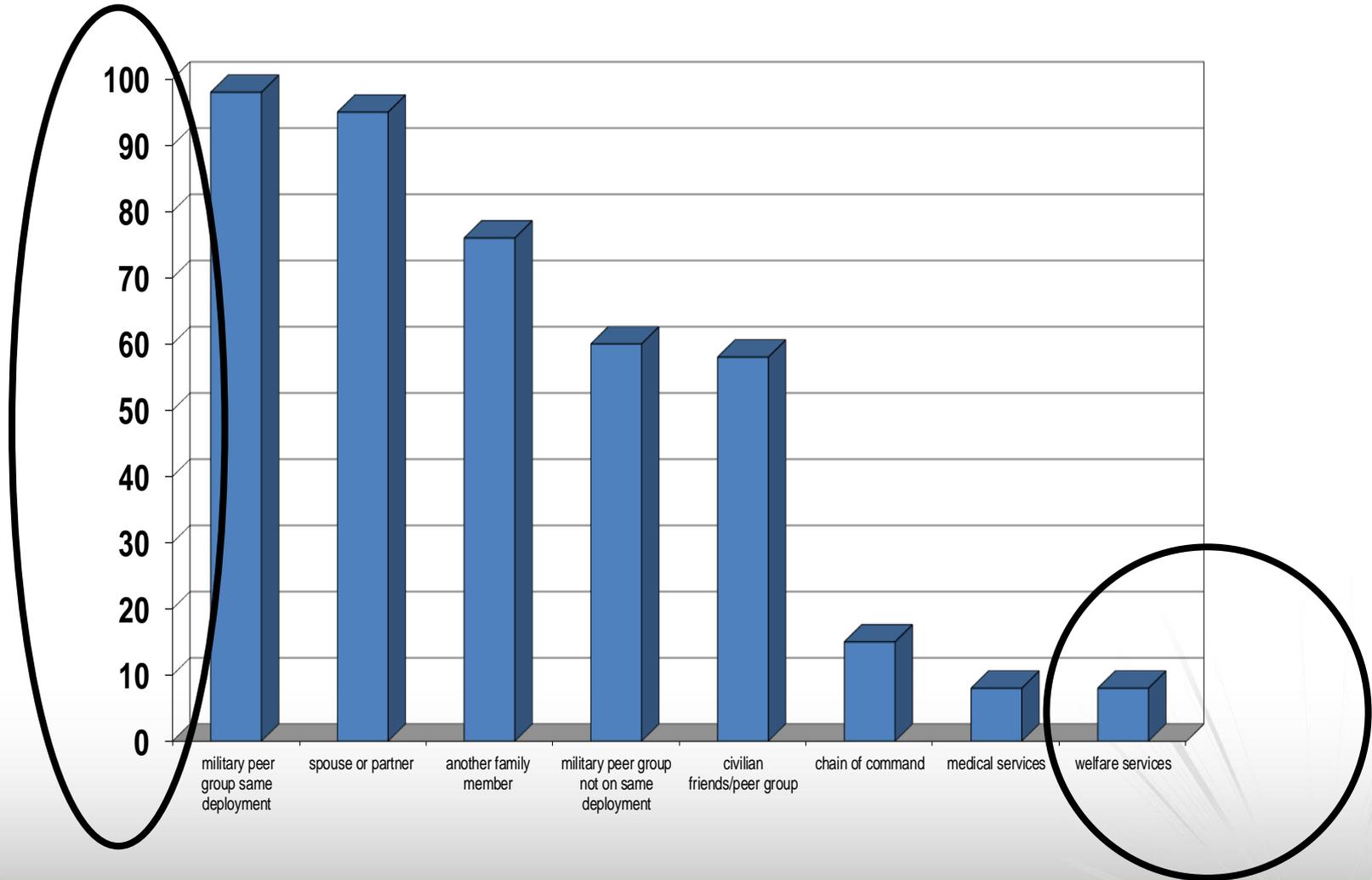
- (a) provide an empathetic, listening ear;
- (b) provide low level psychological intervention;
- (c) identify colleagues who may be at risk to themselves or others
- (d) facilitate pathways to professional help.

# What is the natural history of PTSD?

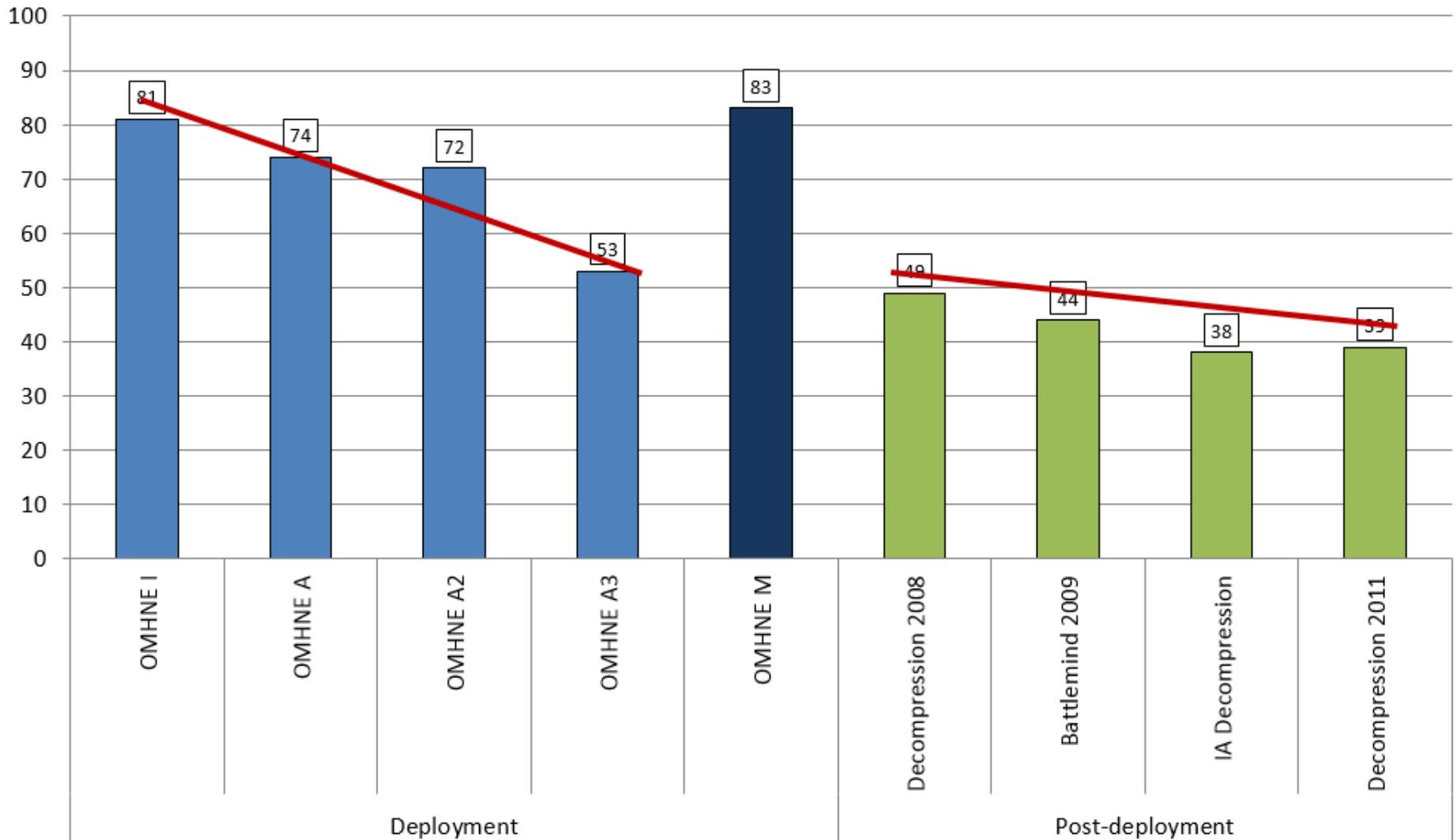


PTSD 'caseness' of patients directly involved in a raid over time. Data from Richards (1997) *The Prevention of PTSD after armed robbery: the impact of a training programme within Leeds Permanent Building Society*.

# Who do deployed staff talk to?



# Stigma in the UK AF over time



# Peer support

- Used by many organisations in different formats and with different degrees of training (1 day to six weeks) and different objectives (co-therapist/early identification?)
- Generally little or no formal evaluation (e.g. NSWPF)
- Most researched is TRiM....

# TRiM – Trauma Risk Management



# Trauma Risk Management (TRiM)- What is it?

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- Peer group support and risk assessment strategy
- Set up within the Royal Marines in late '90s – now – all Services (since 2007). FCO, BBC, Em Serv, PSC etc.
- 'Human resource' initiative
- TRiM is not a cure - assesses psychological risk & suggests management and signposts
- Trained practitioners at all levels/grades

# TRiM Training

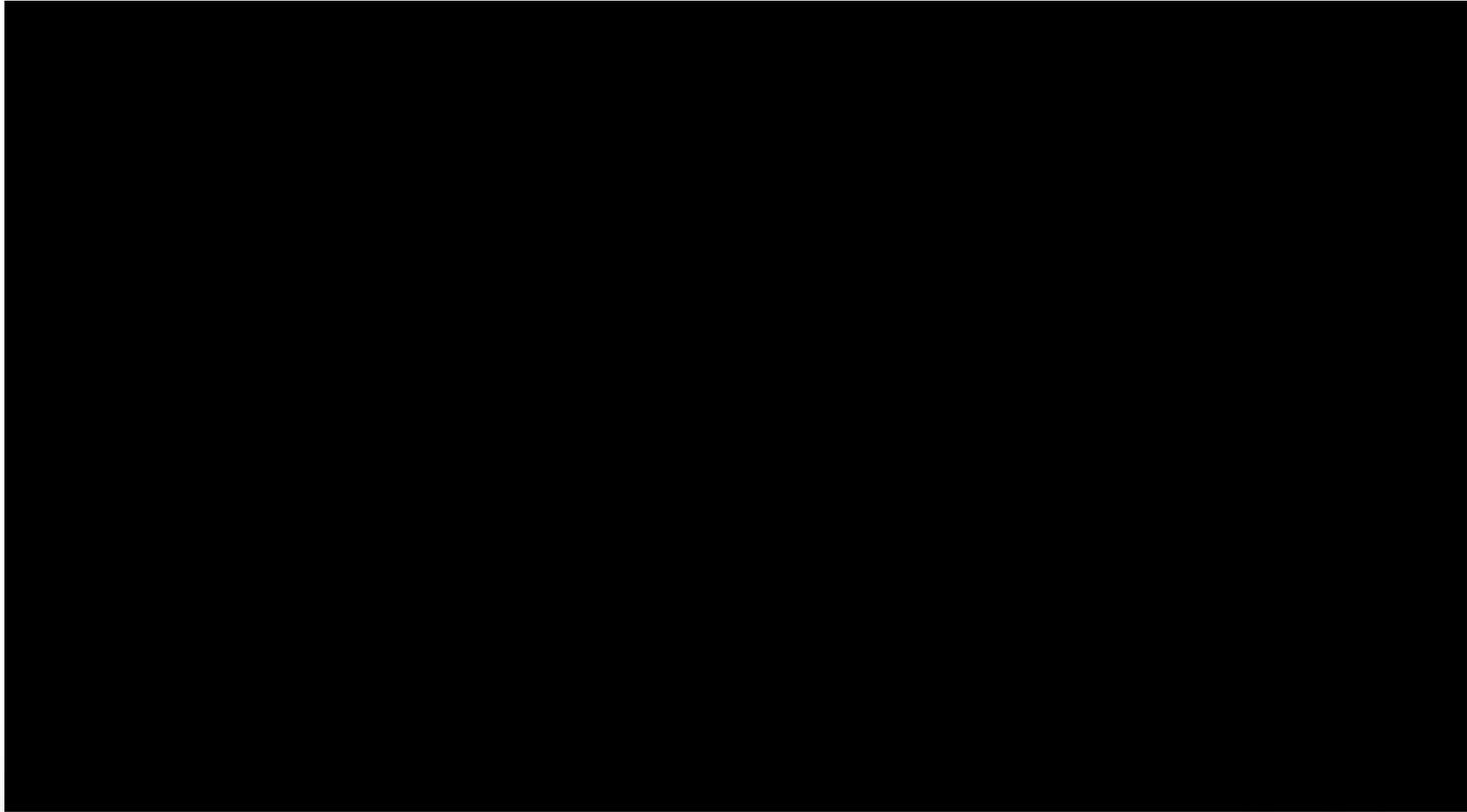
- Practitioner and Manager level training
- Formal accredited qualification
  - BTEC
  - ESTSS certificate credits
- Code of conduct
  - Refresher
  - Supervision
  - CPD

# What Peer Practitioners are not!

- Counsellors
- Therapists
- Pseudo-psychologists
- Group Huggers
- Scented Candle users



# Needs to be on the same wavelength

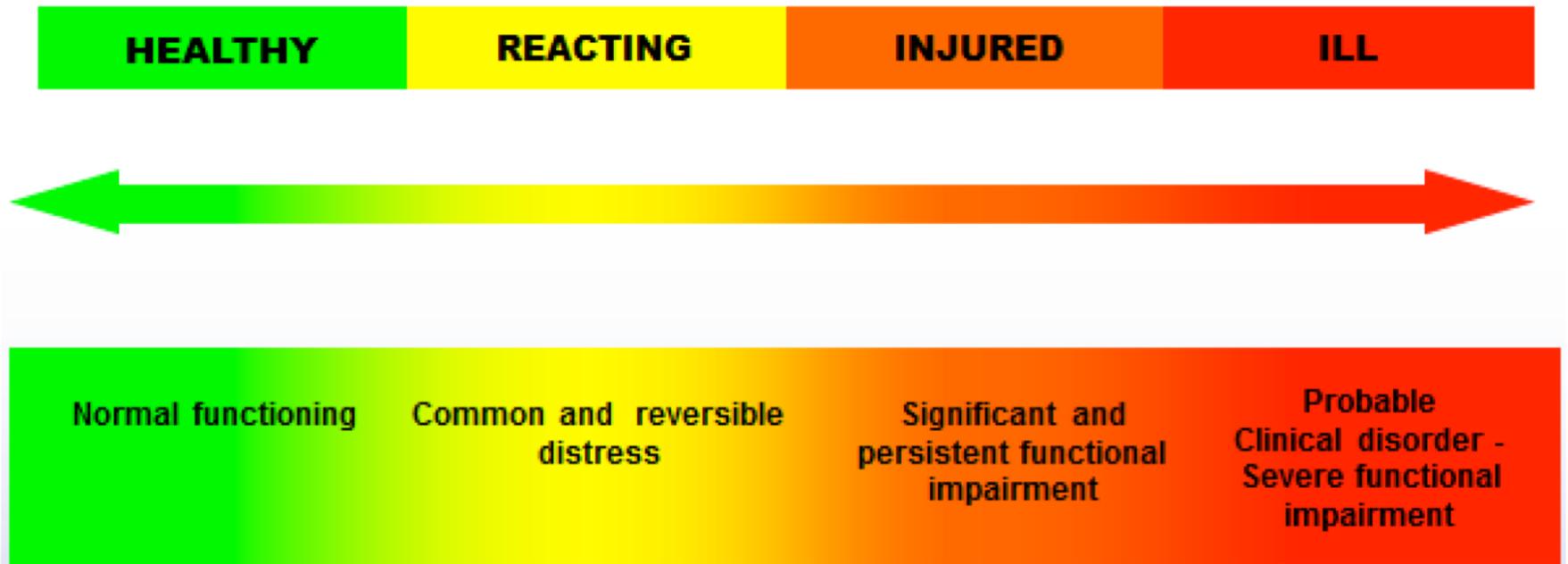


# StRaW



- A peer support package designed to improve organisational **resilience**
- Based on good science and best practice
- A ‘novel’ approach for non-traumatic stress
- Empowers self-reliance whilst encouraging appropriate help-seeking

# What to make of the information gathered during the StRaW interview?



# Summary

- Psychological health screening might seem like a good idea but does not work
- Peer support for trauma has a strong evidence base and is widely used by trauma-exposed organisations
- Peer support is also useful for day to day (work, home) stressors and can be embedded into any workplace including at sea

# Athens seminar and reception: The Future of Crewing

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Thursday 4 October