



Culture of Care

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[@RSPCA_LabAnimal](#)

Registered charity in England and Wales. Charity no. 219099.

Aims of today's workshop:

1. Reflect on the full meaning of the Culture of Care
2. Discuss how you can help to actively develop and promote this
3. Focus on caring for staff
4. Identify some actions for you all



Photo: RSPCA

What is included in the Culture of Care?

- ✓ Caring for animals used in research
- ✓ Caring for staff
- ✓ Ensuring good quality science that implements the 3Rs
- ✓ Caring about public accountability

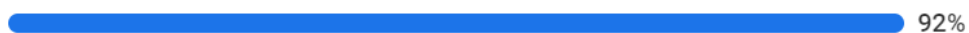


Who is responsible for developing and implementing the Culture of Care?

The attending veterinarian



Animal technologists and care staff



Scientists



The AWO



The regulator



Establishment management



Answer: all of these people are collectively responsible

1. The meaning of the Culture of Care

Culture of care is ...

- An establishment-wide commitment to improving animal welfare, scientific quality, care of the staff and transparency for all stakeholders, including the public
- More than caring for animals
 - How staff treat each other and communicate
 - How effectively 3Rs are implemented
 - Proper consideration of ethical issues
 - Expectations for good quality science
 - Going beyond legal requirements



Swiss Culture of Care Charter

- Caring
- Accountability
- Respect
- Excellence



RESPECT

- We act and communicate in a respectful, clear and transparent manner.
- We treat animals and people within and beyond our institution with respect.
- We listen to team members, ask team members how they are and show our appreciation.
- We show and promote respect for the dignity of the animals we work with.
- We treat errors as learning opportunities at their first occurrence.



swiss3rcc.org

3 R Swiss 3R
Competence
C C Centre

'One action a day'



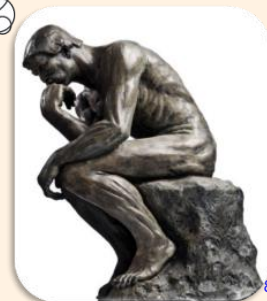
INSTITUTIONS
CONDUCTING OR
SUPPORTING
ANIMAL RESEARCH IN
SWITZERLAND

**SWISS
CULTURE
OF CARE
CHARTER**

The culture of an organisation relates to the **beliefs, values and attitudes** of its people and the **development of processes** that determine how they behave and work together

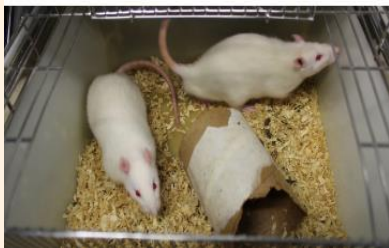
That is, what people *think* and what they *do*.

*“you know it
when you see
it ...”*



The University is committed to the highest possible standards of animal care and welfare and ensuring that all staff involved in the use of animals are committed to and promote a culture of care.

maintains the highest standards and only conducts animal research when it leads to health benefits for people across the world.



We are committed to ensuring an excellent culture of care when conducting research with animals, which is underpinned by the principles of the '3Rs' – reduction, refinement and replacement.

Every researcher at the University of Exeter working with animals is required to meet the highest ethical and methodological standards and to adhere to the strict legislation in place in the UK to safeguard animal welfare.



ANIMAL WELFARE STANDARDS

A key part of our culture at Sequani is our commitment and dedication to providing the highest standards of animal care and welfare. We are fully accredited by the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC, www.aaalac.org) accreditation was the first in Europe and was received in 1986 with reaccreditation at every subsequent visit and assessment. Sequani is listed in the directory of accredited companies section on the AAALAC website.



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Effects of standard housing on morbidity and mortality

- Over 214 studies using over 6000 rodents
- Conventional housing (CH) consistently increases severity in cancer, cardiovascular, stroke, anxiety and depression studies
- CH increases risk of death at any time point by 50%
- Research rodents are typically **CRAMPED** (cold, rotund, abnormal, male-biased, poorly surviving, enclosed and distressed)



doi.org/10.1186/s12915-021-01184-0 10



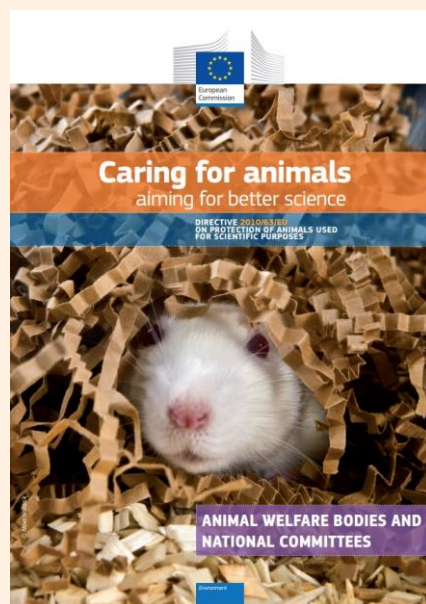
It's easy to say that the Culture of Care is 'good'...

- but what do you *mean*?
- and how do you *know*?



Key factors of the Culture of Care include:

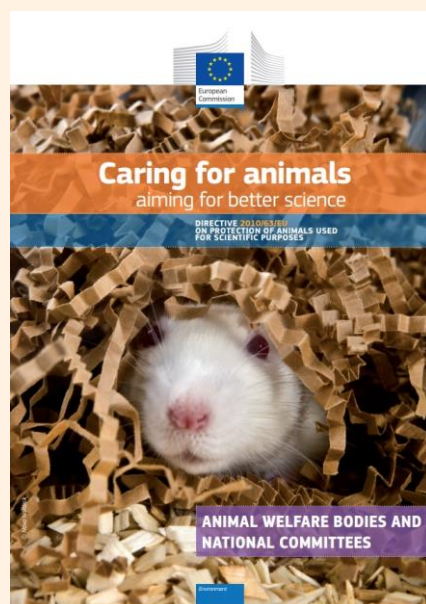
- Appropriate attitude and behaviour towards animal research from all key personnel
- Corporate expectation of high standards regarding legal, welfare, 3Rs and ethical aspects of animal use
- Shared – and individual – responsibility towards animal care, welfare and use



<https://op.europa.eu/s/zHyD 12>

Key factors of the Culture of Care include:

- A pro-active approach towards improving standards, instead of responding to problems that arise
- Effective communication
- Empowered care staff and veterinarians
- All voices and concerns are heard and dealt with positively



¹³
<https://op.europa.eu/s/zHyD>

2. Actively developing the Culture of Care



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Many factors involved, including:

- Good leadership
- Appropriate processes
- Induction and training
- Good communications
- Reflection and assessment



Leadership

- Leaders and frontline staff are **actively committed** to improving uptake of the **3Rs, animal welfare, quality of science and openness**, and work together to achieve this.
- **Corporate expectation of high standards** endorsed at all levels throughout the institution
- **Management** setting the right example
- **Appropriate behaviours and attitudes** towards animal research from **all** key personnel



Head of institution should:

- Be proactive
- Provide effective leadership
- Champion a good culture of care
- Act as a role model
- Be visible and accessible
- Be engaged

Home Office - Animals in Science
Regulation Unit

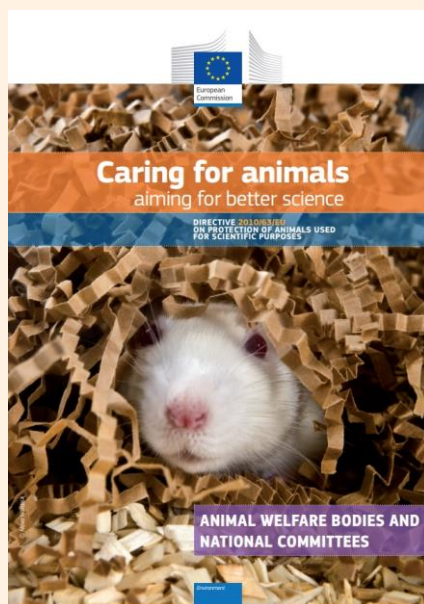


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Role of the Animal Welfare Body (EU) :

'The AWB is in an ideal position to drive the Culture of Care, and should demonstrate effective leadership in this area'

- Ensure structures in place, working with senior management
- Review outcomes



<https://op.europa.eu/s/zHyD18>

Processes

- **Clear lines of authority** where there is shared responsibility and accountability for the welfare of animals
- Everyone should know ...



When things go wrong

- Even in the best operated institutions things can sometimes go wrong
- Having the right culture means that these things are not ignored or hidden, but are reported, discussed and dealt with
- People should feel able to admit genuine mistakes, learn from them and change practices, rather than 'blame and shame'



The 3Rs

- Are there effective processes in place for gathering information on **each of the 3Rs**, and evaluating and implementing these?
 - Do the AWO and other relevant staff have adequate resources?
 - Are new 3Rs developments actively searched for?
 - Is there support for staff who want to evaluate replacement or refinement approaches, or who want to review experimental design?



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Induction and training

- **For all new personnel**
- Are new employees informed about the organisation's own animal use - for example purposes, species, numbers, severity of procedures, 3Rs achievements, systems of ethical oversight?
- Are the organisation's 'local' values, perspectives and policies explained?



The Local Module (UK)

- Discuss how the scope and the spirit of the ASPA relates to the care and use of animals in your establishment
- Describe the local organogram and your role within it
- Distinguish the roles, responsibilities, and interactions of those working under ASPA within the establishment
- Relate the tasks of the AWERB [AWO] and describe your role in contributing to these tasks
- Analyse ways in which your role can contribute towards the promotion and implementation of the 3Rs at your establishment
- Discuss the importance of proactive approach to, and mechanisms of communication, as a tool to promote the 3Rs and the Culture of Care

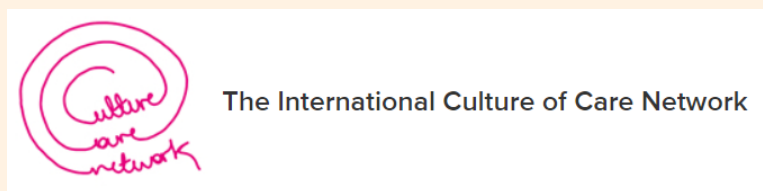


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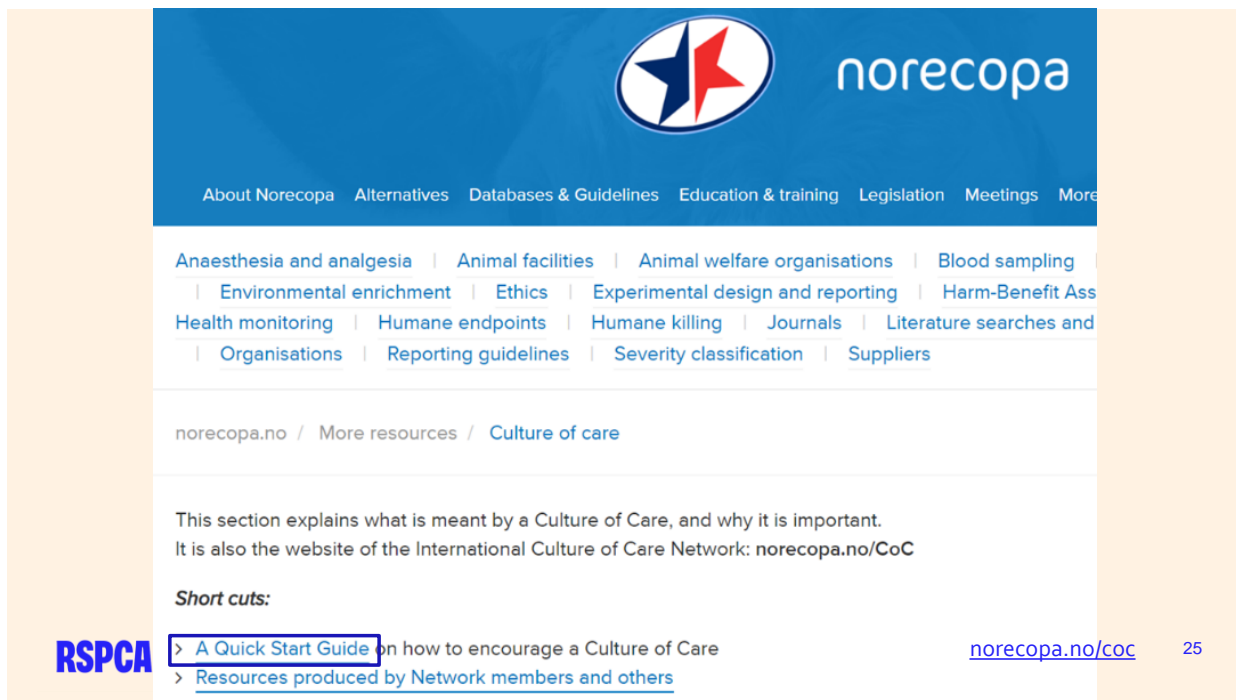
Communicating


International Culture of Care Network

- Proposed by Thomas Bertelsen of Novo Nordisk, FELASA 2016
- Lab animal vets, animal technologists and care staff, AWB and AWERB members, competent authorities, animal welfare organisations
- Online discussion forum, get together at meetings



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 norecopa

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Anaesthesia and analgesia | Animal facilities | Animal welfare organisations | Blood sampling | Environmental enrichment | Ethics | Experimental design and reporting | Harm-Benefit Assessment | Health monitoring | Humane endpoints | Humane killing | Journals | Literature searches and Organisations | Reporting guidelines | Severity classification | Suppliers

norecopa.no / More resources / Culture of care

This section explains what is meant by a Culture of Care, and why it is important. It is also the website of the International Culture of Care Network: norecopa.no/CoC

Short cuts:

RSPCA [> A Quick Start Guide](#) on how to encourage a Culture of Care norecopa.no/coc 25

[> Resources produced by Network members and others](#)

Communication and the Culture of Care

norecopa.no/media/8597/communication-and-the-culture-of-care-poster.pdf



Regular meetings

Scheduled meetings for scientists, animal technologists, vets, unit managers and AWB members



Regular refresher/update meetings for all, organised by person responsible for training and competence



Building communication into existing processes

Each study has a **pre-start** and **wash-up** meeting involving everybody



3Rs improvements reported to AWB & shared at external user meetings



Special events

Duo-talks: researcher talks about their science, and animal technologists talk about techniques and animal care within the project



Informal meetings for all, in which anyone can raise welfare issues



Other ideas

A **'boxless' event:** anyone can submit 'out of the box' ideas to improve practice



A **staff survey for all** e.g. how much do you agree with statements such as *'in our group we listen to each others' ideas about animal welfare'*



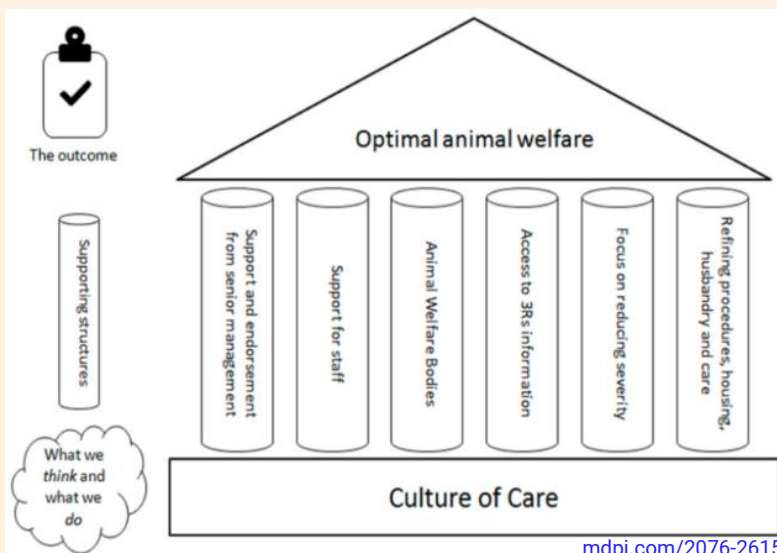
Some quotes from the CoC network

- Processes for communications need to be facilitated, supported and nurtured by management
- Scientists and animal technologists are usually led by different management and have different targets and expertise
- Culture is much better at facilities where scientists are actively involved in the animal work, or where technical staff are an integral part of the scientific group, as opposed to facilities that take 'working orders' from scientists



norecopa.no/media/8159/communication-and-the-culture-of-care-from-the-culture-of-care-network.pdf 27

Reflection and assessment



mdpi.com/2076-2615/9/11/969/htm 28

Three steps ...

1. Define a vision for the Culture of Care
2. Define Culture of Care indicators
3. 'Measure' or assess indicators



Photo: RSPCA

A clear vision
Every establishment
has its own culture

Animals

Animal welfare

We will commit to the principles of the 3Rs to minimise suffering and distress.

Animal-human relationship

We will recognise the important connection between the feelings of the animals and those of their handlers.

Communication

There will be clear communication between people of all roles.

Safe and calm space

We will create a safe and patient working environment, where everyone is involved in creating the Culture of Care.

Environment

People

Training

Staff and students will be trained and competent, so they can feel confident in their roles and take responsibility.

Support

Staff and students will be supported through the University's charters to ensure their emotional well-being.

Experimental design

The scientific research will be well designed, conducted, and analysed.

Animal welfare will be a key consideration in the experimental design.

Science



View report [here](#)





doi.org/10.1177/0023677219887998



doi.org/10.3390/ani9110969



doi.org/10.1177/00236772211014433



EFPIA RAW indicators

- Company values
 - 3Rs, openness, senior leaders as role models
- Strategic approaches
 - Resources and annual goals for AWB [AWO]
- Implementation
 - Raising concerns, CPD
- Staff support
 - Good communications, emotional support
- Animal care and procedures
 - AWB supports [or establishment supports AWO in enabling] active programme of enrichment review, severity regularly reviewed and minimised



DOI: [10.1177/0023677219887998](https://doi.org/10.1177/0023677219887998)



EFPIA RAW questionnaire

Question	Response
From your personal view how would you define 'a culture of care'?	Free text answer up to 100 words
a) My company has a written position/policy on animal welfare? b) I am familiar with this policy	a) Yes/No. If yes answer b) b) Yes/No
I feel accountable for animal welfare.	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
Give an example of your personal or team engagement	Free text answer up to 100 words
Our management is engaged with regards to animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
The culture in my organization allows to challenge managers about animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree If disagree or somewhat disagree is chosen– please explain why:
I'm free to express my opinions on animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree



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3Rs-based indicators

All 3Rs	Can staff demonstrate appropriate knowledge and awareness?
Replacement	Do researchers actively and regularly search for potential replacements; can they demonstrate this?
Reduction	Do researchers have access to expertise in biostatistics?
Refinement	Data on fates of animals; are humane killing techniques regularly reviewed; what are trends in actual severity?

Open Access | Concept Paper

3Rs-Related and Objective Indicators to Help Assess the Culture of Care

by Penny Hawkins ¹ and Thomas Bertelsen ²

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Animals 2019, 9(11), 969; <https://doi.org/10.3390/ani9110969>

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doi.org/10.3390/ani9110969 34



Objective indicators

- Appropriate staff numbers
- Low staff turnover and minimal need for agency staff
- Clear audit trails of communications between scientists and animal technologists
- A clear system for raising concerns



Assessing the Culture of Care

- Survey and information-gathering approach
 - Subjective questions, e.g. rate statements like 'I feel accountable for animal welfare'
 - Objective indicators, e.g. does the NVS visit regularly and are they available?
 - Animal-centred indicators, e.g. enrichment, fates of animals



Developing and promoting the Culture of Care

Some ideas ...

- Defining and assessing the local Culture of Care
- Actively sharing information on each 'R'
- Reviewing relations and communication with people in different roles
- Reviewing training for staff in different roles
- Promoting support for the AWO

How could (or do) you assess your Culture of Care?

10 minutes, in groups

Over to you...

- What stage is your establishment at, with respect to a vision of the Culture of Care?
- What do you think are the best indicators of a good Culture of Care?
- What approaches and types of survey do you think would work at your establishment?

3. Caring for staff

The Culture of Care includes fostering mutual respect between people with different roles and recognising emotional labour...



RESPECT

- We act and communicate in a respectful, clear and transparent manner.
- We treat animals and people within and beyond our institution with respect.
- We listen to team members, ask team members how they are and show our appreciation.
- We show and promote respect for the dignity of the animals we work with.
- We treat errors as learning opportunities at their first occurrence.



'Caring for staff' element of the CoC

- **How people behave and work together**
- Operational structure with clear roles and responsibilities, where animal technologists, veterinarians and AWOs are listened to and supported
- Robust framework for training, CPD, assessment of competence, with adequate resources and opportunities
- Good communication between scientists, techs and AWOs
- Mutual respect among people with different roles and views



'Compassion fatigue'

North American 3Rs collaborative

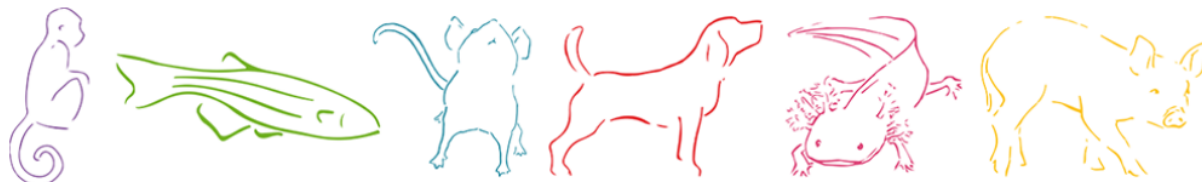
- × Less social support
- × Higher severity procedures
- × Desire for more enrichment
- × Physical euthanasia methods
- × Long working hours, understaffing
- × Poor relationships with managers
- ✓ Encourage social support
- ✓ Communicate the value of the human-animal bond
- ✓ Support for animal welfare and 3Rs
- ✓ Choice around euthanasia
- ✓ Open atmosphere of dialogue
- ✓ Promote self-care



na3rsc.org/compassion-fatigue/ 43

Care-full story

Care-full Stories: Interactive training resources for developing your institution's culture of care



geog.ox.ac.uk/research/technological-life/projects/care-full-stories/index.html 44

Discussion questions

20 minutes, in groups

1. How does each person in this scenario feel?
2. How should it be resolved?



Resources on the NA3RsC website

Compassion Fatigue Resiliency

Caring for our People. Caring for our Animals.

Working with research animals can be challenging, leading to workplace stress, burnout, and compassion fatigue. But together we can support resiliency. We have a range of resources designed to promote resiliency for both individuals & institutions.

[Webinars](#)

[Research Papers](#)

[Self-Care](#)

[Classes & Consultants](#)

[Self-Assessment](#)



The Intertwined Welfare of Humans & Research Animals: Promoting Compassion Fatigue Resiliency & the 3Rs



Link to webinar recording (one hour) is [here](#) – it will make you register but you'll be able to access it straight away and you won't be committed to anything else

Why not watch with colleagues?



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Establishments should have...

- A **supportive environment** in which people feel they can openly discuss any issues they are having, with opportunities to do this
- Acknowledgement of '**compassion fatigue**' and pathways to institutional support if people need it
- Access to information produced by external bodies such as NA3RsC
- Changes to practice if needed
 - e.g. around humane killing, enabling refinement, staffing



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Summary

- A good Culture of Care will benefit animal welfare, scientific quality, staff morale and openness
- A vision, and active leadership, are required to develop and maintain a positive, progressive Culture
- Everyone should be able to play a part in defining, developing and implementing the Culture of Care
- Everyone should benefit – including (and especially) the animals

Questions to ask your colleagues

- Do we actively engage with the **3RCC Culture of Care Working Group**, and implement the Charter?
- What **actions** have we taken to put the 'culture of care' principles into practice?
- **"How can we do things better?"**
- **"What more could be done?"**
- What **difficulties** have we faced in creating a culture of care - how did we deal with them?
- How could we **assess** and **evaluate** our own culture of care?

Now you have attended this workshop, which **three words sum up the Culture of Care** to you?



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Also from the RSPCA:

tinyurl.com/AWERBCOC

This resource is written with AWERBs in mind, but it includes helpful guidance for all establishments



Resources for AWERB members RSPCA Animals in Science Department June 2023

Promoting a Culture of Care

Aim of this resource
To help AWERB members ensure the concept of a Culture of Care is understood and supported within the establishment.

Relevant AWERB task
Help to promote a Culture of Care within the establishment and, as appropriate, in the wider community.

Recommendation
Use this resource to check the effectiveness of your AWERB's Culture of Care initiatives.

The issue
Many establishments say their Culture of Care is good, but they do not always set out their own vision of this, or take steps to assess whether it is having a genuine impact. The AWERB is tasked with helping to promote the Culture of Care, and there is much that it can do to help realise the benefits for animals, staff morale, scientific quality and openness with the wider community.

This resource sets out some ideas to help AWERBs show leadership and help all staff to engage with and develop the Culture of Care.

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Think about your 'one action a day'



"If each of the key players – animal caretakers, veterinarians, facility managers, scientists, animal welfare officers, leaders - implement **one of these actions daily**, research institutions would positively impact the welfare of the animals, their research but also the satisfaction of their employees and the trust of the public" – Swiss 3RCC



... what you will do tomorrow?

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Thank you

