# Caring for Our People. Caring for Our Animals.

NA3RsC's Compassion Fatigue Resiliency Initiative



# **TODAY'S AGENDA**



Megan LaFollette
Introduction & Program
Overview



Sally Thompson-Iritani
Setting up a Program: Committee,
Budgets, & Leadership Buy-In



Vanessa Lee
Guidance for managers,
policies & procedures

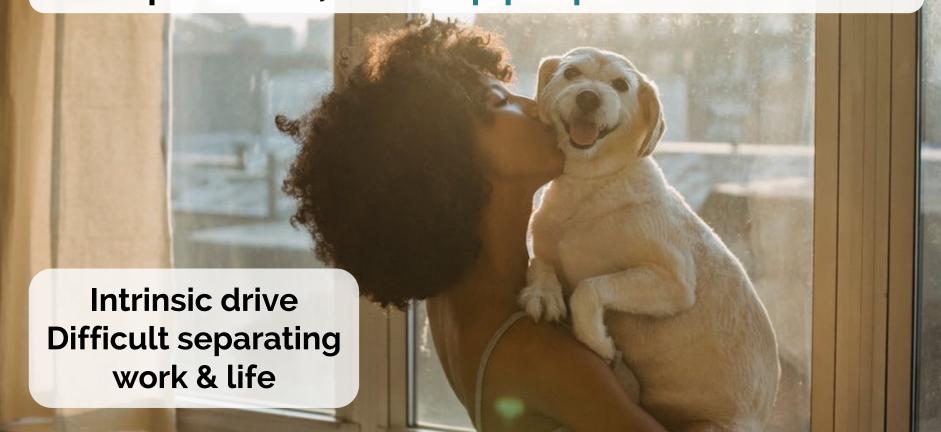


Rhonda MacAllister
Activities to Support Staff



Sarah Thurston
Passive Learning Resources



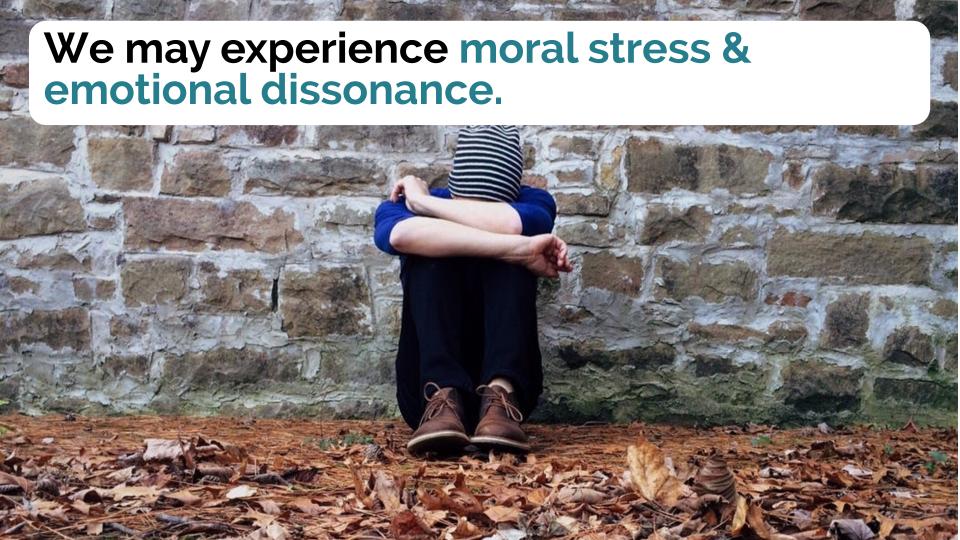


# We form bonds with animals in the laboratory.



# We must design, approve, perform, or view stressful or painful procedures.





### Human & animal welfare are intertwined





# We may not feel supported or valued by family, friends, or society in our work.



# We may work long hours & in understaffed workplaces.



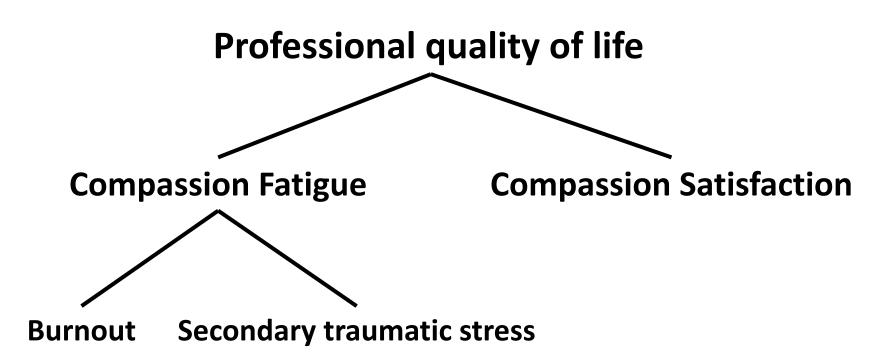
# This can lead to workplace stress



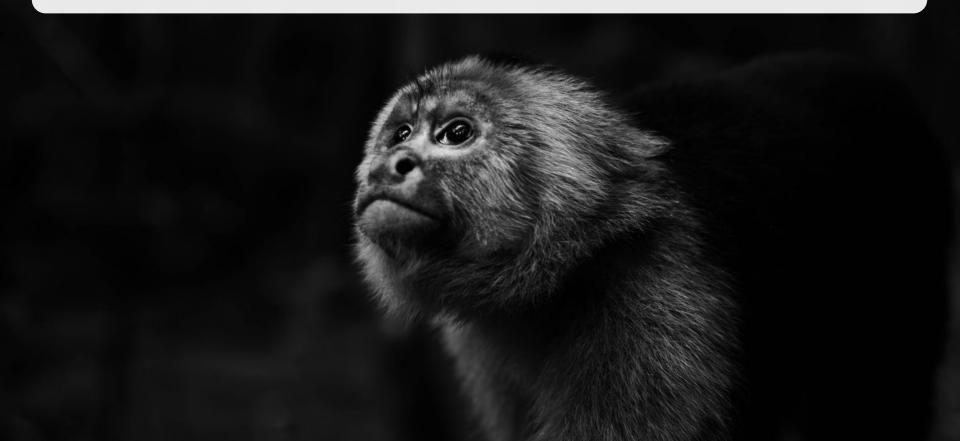
# Workplace stress has known negative effects in human medical professionals.



# Workplace stress is part of professional quality of life



# We all want to reduce workplace stress.



# But wanting does not equal achieving

# A- Want to do more, but not sure what



# B - Great idea, but run into roadblocks **Training?** People? Time?

# C - Implemented, but little recognition & hard to share





# NA3RsC mission is to advance science, innovation, & research animal welfare.





































# NA3RsC partners with you across the field.

































# NA<sub>3</sub>RsC's strategy is to identify initiatives with

**Strong Evidence** 

**Big Impact** 

**Real-World Practicality** 



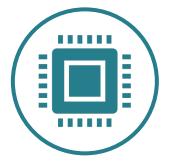
### NA3RsC currently has six key 3Rs initiatives.



Rodent Health Monitoring



Refinement



Microphysiological Systems



**3Rs Certification Course** 



Translational Digital Biomarkers



Compassion Fatigue Resiliency

### Our team = 29 individuals from 22 institutions

Alison Hayward, MIT Beth Greenhough, Keble College, Oxford Crystal Johnson, Georgetown University Elizabeth Clemmons, Southwest NPRC Emily Pearson, Cornell University Fabienne Ferrara, Consultant Francesca Perrotta, University of Washington Heather Hersh, Thrive Well-Being Jennifer McMillan, Emory University Lace Lively, Texas Biomedical Research Institute Lauren Healy, Bristol Myers Squib Lauren Young, University of Guelph Lisa Kelly, University of Georgia Lisa Stanislawcyzk, Bristol Myers Squib Liv Brancato-Buentello, Colorado State University Megan LaFollette, NA3RsC Pat Frost, Texas Biomedical Research Institute Preston Van Hooser, University of Washington Raphael Malbrue, Nationwide Children's Hospital and The Ohio State University Rhonda MacAllister, Oregon NPRC Rita Bellanca, University of Washington Sally Robinson, AstraZeneca Sally Thompson-Iritani, University of Washington Sarah Thurston, Charles River Laboratories Tara Martin, University of Michigan Taylor Carroll, Mass General Temeri Wilder-Kofie, NIH/NIAID/CMB Theresa Martin, University of Guelph Vanessa Lee, Emory

# We have created resources for institutional compassion fatigue resiliency programs



# We received a small pilot grant in Occupational Health & Safety





# Professional Training Opportunities Program (PTOP)

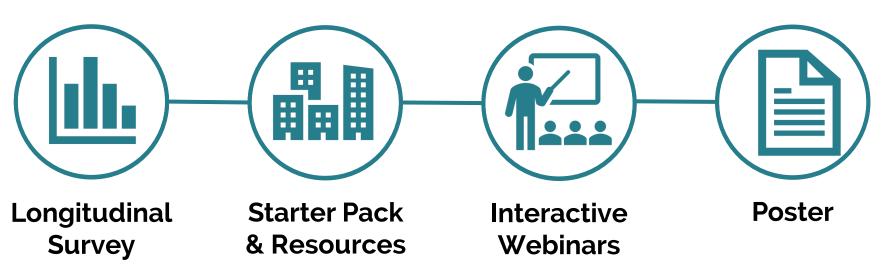
in

Occupational Health & Safety



Our objectives are (1) to develop compassion fatigue resiliency resources for animal research institutions and (2) pilot this program, assessing its quality/effectiveness

# We built a comprehensive compassion fatigue resiliency program



We created a mixed methods online survey.

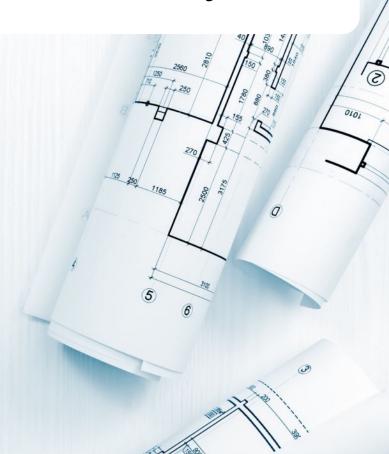
### **Mixed Methods**

Qualitative: open-ended questions

**Quantitative: close-ended questions** 

### **Timing**

- Baseline
- 6 months
- 1 year
- 2 years



# We replicated questionnaires rom validated instruments where possible.

- 1. PROQOL: Burnout, STS, & Compassion Satisfaction
- 2. Perceived Stress Scale
- 3. Resiliency
- 4. Job Satisfaction Scale
- 5. Modified Nurse Retention Index
- 6. Qualitative

### Caring for Our People. Caring for Our Animals.

Working with research animals can lead to compassion fatigue.

We know you care deeply for our research animals and advancing science. Your work can come with challenges:

- · Euthanasia of animals
- · Potential animal pain/distress
- Difficulty talking about your work publicly
- · Difficulty connecting with others
- · Feeling undervalued by society

All of this and more can lead to feeling stressed and burnt out.

3RC

### Together we can support resiliency.

- Compassion fatigue awareness
- · Culture of care
- · Work/life balance
- · Connections between staff
- · The 3Rs & animal welfare
- · Self-care including mindfulness & more



na3rsc.org/cf

# We facilitated & recorded 5 months of targeted webinars



Intro to
Compassion
Fatigue
Resiliency



Mindfulness for Everyday Life



Great Work Relationships

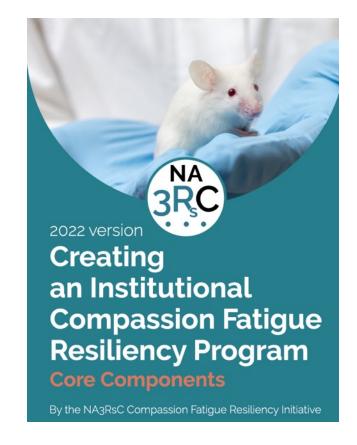




# We created extensive support materials

### **Core Components Packet:**

- Timeline
- Guidance on Forming & Maintaining a CF Resiliency Committee
  - Committee membership
  - Example agendas & charter
  - What to expectations
- Sample Budget
- Leadership Buy-in Advice
  - Companion editable slide deck
- A Manager's Role in a Wellness Program



### We created extensive support materials

- Learning Resource Packet:
  - Overview of CF
  - Self-Care
  - Handling Emotions
  - Gratitude
- Culture of Care Packet
- Activity Idea Packet



### We've created an in-depth evidence-based resource hub.

### **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.

### na3rsc.org/cf

Webinars

Research Papers

Self-Care

Classes & Consultants

Self-Assessment

### Background

Professionals working with research animals want to **help both people and animals.** They **care deeply** for both the research animals and advancing science, but their work can come with many challenging. For example, most of their **bonds with animals are broken** at the end of the study. And during studies they may view animals in unavoidable distress. Furthermore, they may experience **moral & emotional stress** when internally held values or emotions conflict with those that are expressed. They also may not feel supported by society or even friends and family in our work since animal research can have **social stigma and be undervalued**.



# Organizational Culture/Factors were cited to make compassion fatigue worse by almost half of our study participants.

"Leadership issues. Leadership disconnect from staff making the staff feel unappreciated and overworked."

"Lack of support or understanding from coworkers."

"Poor work life balance, short weekends."

# Compassion fatigue specific support was wanted by over one third of our study participants.

"Teaching employees how to recognize and deal with compassion fatigue."

"It may also help others not feel so alone knowing that most people experience compassion fatigue especially in a research environment."

"Meaningful and readily available resources."

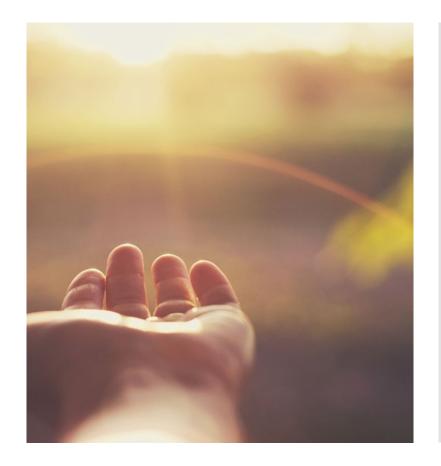
# Sally ThompsonIritani, DVM/PhD

Certified Compassion Fatigue Professional (CCFP)

Compassion Fatigue Educator (CFE

Certified Human-Animal Bond Practitioner (AVMA)



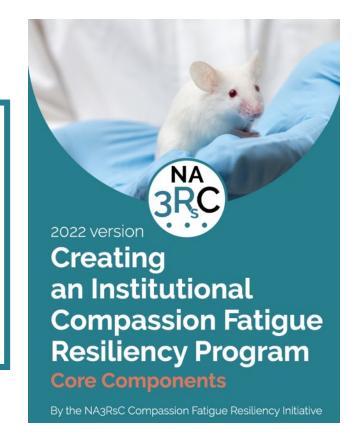


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<del>A Manager's Role in a Wellness</del> Program













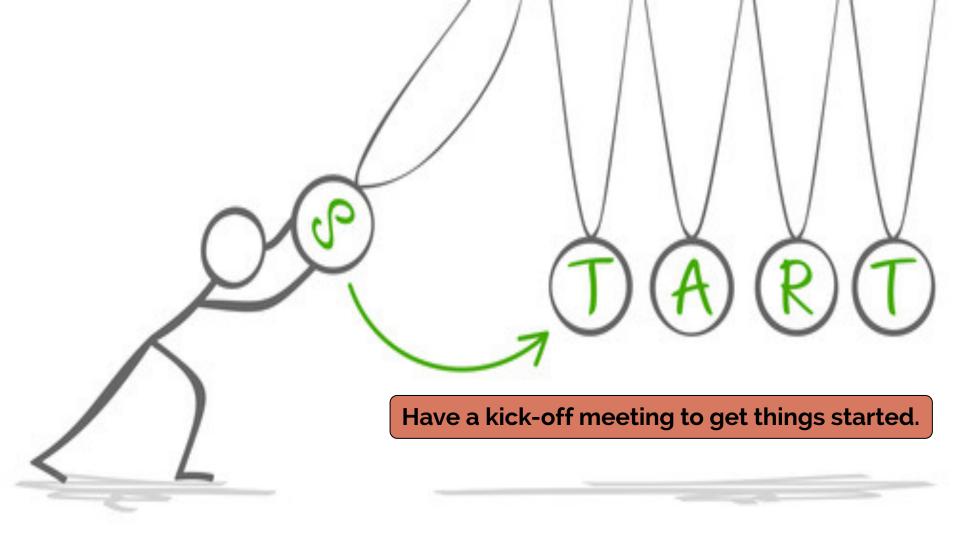
Invite staff that may be interested in compassion fatigue resiliency or wellness.



This may include staff members in the following areas:

- veterinary and technical staff,
- •facility managers, caretakers, oversight body members (e.g., IACUC),
- scientists, research staff & students,
- •facility social worker or psychologist or occupational health, behavioral services,
- training department.













## Scope for program

Ex: animal care staff only vs including students in research which may have different needs).



•To address the issue of compassion fatigue, including the subsequent mental & physical health issues and job-related concerns it can cause and to raise awareness of resilience and self-caring in animal research settings.

#### MISSION, VISION, VALUES AND OATH

#### DARE 2 CARE'S MISSION:

To assist all members of the research team to recognize compassion fatigue and raise awareness, provide tools, strategies and resources for managing human emotions in working with and caring for laboratory animals.

#### DARE 2 CARE'S VISION:

To encourage and implement not only a university-wide belief, but also a global acceptance that Compassion Fatigue in Laboratory Animal Professionals is prevalent and can be prevented through education, support systems, and self-care.

#### DARE 2 CARE'S VALUES:

- . Dare 2 Care is committed to respect all, value diversity, and accept all people with equality.
- We recognize and value the the contribution and participation of all volunteer committee members, communities, and organizations.
- · We strive for excellence of quality and sustainable strength through continuous improvement.

#### DARE 2 CARE'S OATH:

As a member of the University of Washington's Dare 2 Care Compassion in Science Committee, I will uphold our committee's professional and ethical standards of respect, integrity, and honesty towards my fellow lab animal professionals. I am equally committed to the ethical care, health, well-being and positive environment of our research animals. I will attempt to help personnel affected by compassion fatigue by providing resources and/or by listening with care to their concerns, and if I am unable to help, I will refer them to my fellow D2C members or to other UW resources as needed.

#### Name

#### **CARE Committee**

Dare 2 Care: Compassion in Science Dare 2 Care: Compassion Resiliency Compassion Awareness Project

**Care and Compassion Awareness Project** 

Logo





#### **Example Compassion Fatigue Resiliency Committee Charter**

Comm	ittee	Name
------	-------	------

NA3RsC Compassion Resiliency Project

#### **Mission Statement**

•To address the need for a Compassion Resiliency resource hub for the lab animal community.

## Members, Committee Roles, Emails

List names, roles, & emails of members here
• Possible roles: leader, notetaker,
accountability tracker, scheduler, etc.

#### Main Objectives

 Provide resources to the community for Compassion Resiliency and Compassion Satisfaction when working with animal models in research.

#### Scope

Personnel who work with animals in a research setting.

#### Logistics

Monthly Meeting Day/Time

Decide & list monthly meeting day/time here

• Primary contact will be through email, MS

teams, Slack, etc

#### **Communication Culture**

#### CHAOTIC MEETING



What is the best way to avoid this?







High/Low/Kudos Activity: Everyone says a "high" & "low" from the last week.

• Members can then celebrate the highs and determine if there's anything they can do to help with the lows. Everyone also says something positive or to acknowledge another committee member.



#### § Prioritize tasks & objectives. Keep them SMART.















Anticipate a variety of emotions during the meetings.



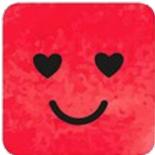
















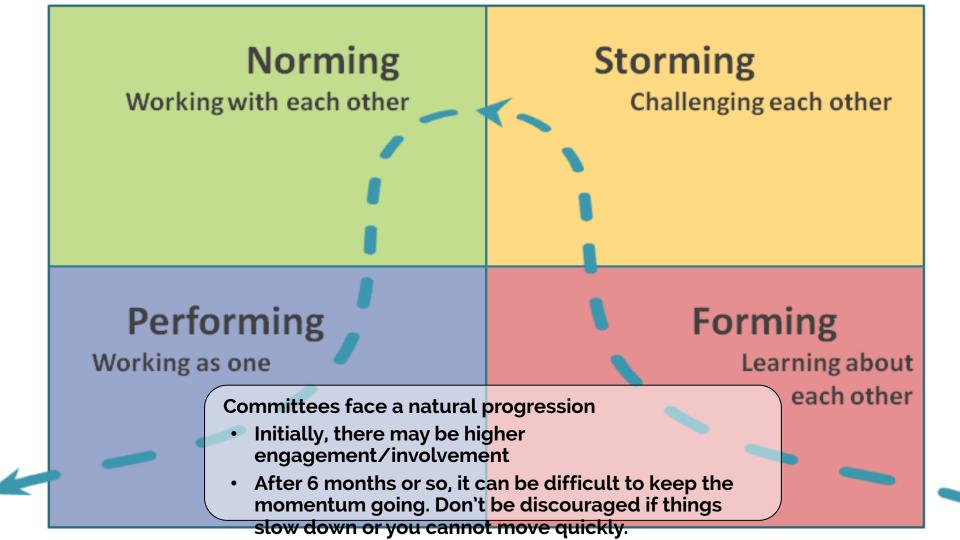


Initial reactions may be strong and could vary.

Occasionally there may be anger/resistance-"why now?", "why do we need this?", "we've been fine without it...", or "it's too late for me". Some may be hesitant to discuss this topic and emotions associated with it.

Some people may respond with excit ement/relief/intere st



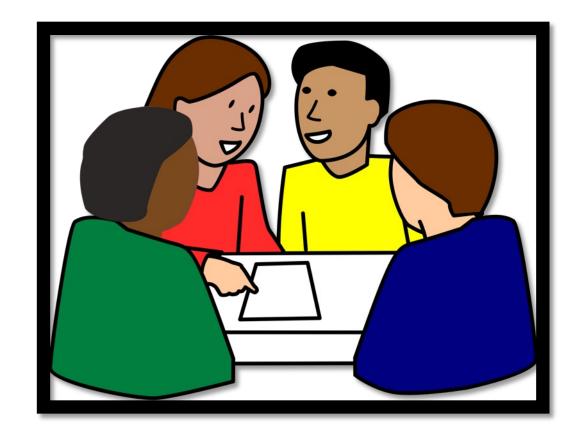






# If you can only do one thing....

- We recommend planning monthly group activities for staff
- or choosing something from presentation on activities....





Let's talk about budget?

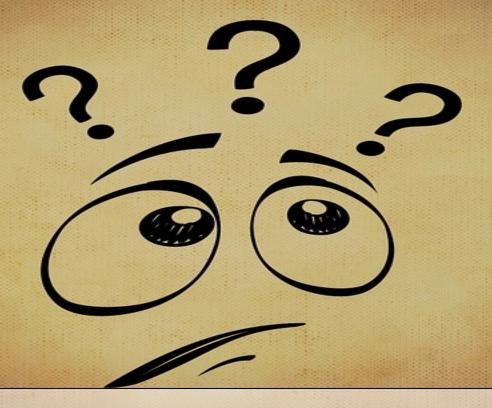


# **Budgets**

- A budget for a compassion fatigue resiliency program is important to help support staff and the program itself.
- Below are example expenses that you may want to take into consideration when developing a budget for your program.
  - Materials paper/posters/surveys
  - · Advertising/outreach within institution website/other
  - · Activities speakers/gatherings/team events on and off site
  - · Food for during activities to encourage attendance & participation
  - Liaison or person to keep the program moving forward update and refresh material/outreach
  - Continuing education opportunities
  - · Counselor/therapy service specific for CF in this field contracted or in house

# **Budget Example:**

	Example costs:
Breakroom areas with enrichment and information for care staff	\$1-2K/year
Quarterly meetings/get togethers	Refreshments = \$250-400/quarter
	Activities = \$30-50pp subsidy/year
Dedicated area to commemorate animals within facilities - Plaque or sculpture	\$1-2K/site
Conferences/workshops/continuing education sessions Send 1-2 people/year to conferences	\$2-4K/year
Bring in outside subject matter experts to speak OR virtual speaker honorariums	\$1K/year \$250/talk x 4 = \$1k/year
2-5 individuals certified compassion fatigue professional	\$440-1000/year
Branding and marketing materials to advertise and promote program internally Supplies, printing, posters, institutional CF email address, website	\$500-\$1000/year
Part time or full-time person to keep the program running	\$20-65K/year
Outside consultant to conduct a needs assessment	\$2-5k
Occupational health support specific for compassion fatigue	The cost of this varies, it may involve training or hiring someone with this experience or contracting with an external specialist



How do I get Leadership Buy-in?



What is important right now that will make this relevant?

- Mental Health Awareness
  - Diversity
    - Equity
  - Inclusion
  - Pandemic Response
    - Job Market
    - Vaccine Hesitancy

Do's

Focus on the benefits – don't dwell on problems.

What can you improve?

- Attendance
  - Morale
- Perceptions
- •What are your goals?

#### Don't

Tell leadership they don't care.

Remember that this is one of MANY things that they are dealing with.

Be overly dramatic – state the facts and the benefits.



#### **Presentation:**



- In most scenarios, you will have a limited. Make your presentation concise and to the point (5-10 minutes maximum).
- What resources are required.
- Deliverables.
- Benefits to the Institution.
- Progress reports at least once a year.
- NA3RsC has an editable slide deck for you to use at your facility. We recommend you change this slide deck to your institutions colors & branding to maximize its impact.

#### Leadership Buy-in

#### Note for Presenters

## Note Interest parameter content of the property of the proper

10

Don't

. Tell leadenship they don't care.

#### Leadership Presentation



Concert breathwarts

Viscones

Viscones

Research animals support sound scientific research leading to important biomedical breadthroughs at our institution.

Remember that this is one of HANN things that they are desiring with.
 Be overly chamatic – state the facts and the benefits.

Replace this picture with something from your institution - a specific example.

Compassion fatigue can negatively impact our ompleyees that work with research animals 

[ Employee Health | County of Week | 1 Staff retention

Compansion fatigue programs help staff mental health, restiency, & workplace culture



Resources are needed to support a program

Volunteer committee with time
A space for monthly weeking:

August for might prevention.

General budget for make it
grows to increase participation

Button / mig.

Our committee will provide the believe deliverables with hisdernings support.

Serviny smalls on instances are a serving small on the s

By creating this program, we can be a leading indibution in this area.

Bullor employee experience.

Bullor employee experience.

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Bullor employee.

ACTION OF THE PERSON NAMED IN COLUMN 1

9

11

# Be one of the first; be one of the many – either way it is important!



# A Manager's Role in a Wellness Program

Vanessa Lee, DVM, DACLAM
Assistant Director, Division of Animal
Resources
Emory University



# Organizational culture/factors were cited to make compassion fatigue worse by almost half of our study participants.

"Leadership issues. Leadership disconnect from staff making the staff feel unappreciated and overworked."

"Lack of support or understanding from coworkers

"Poor work life balance, short weekends."

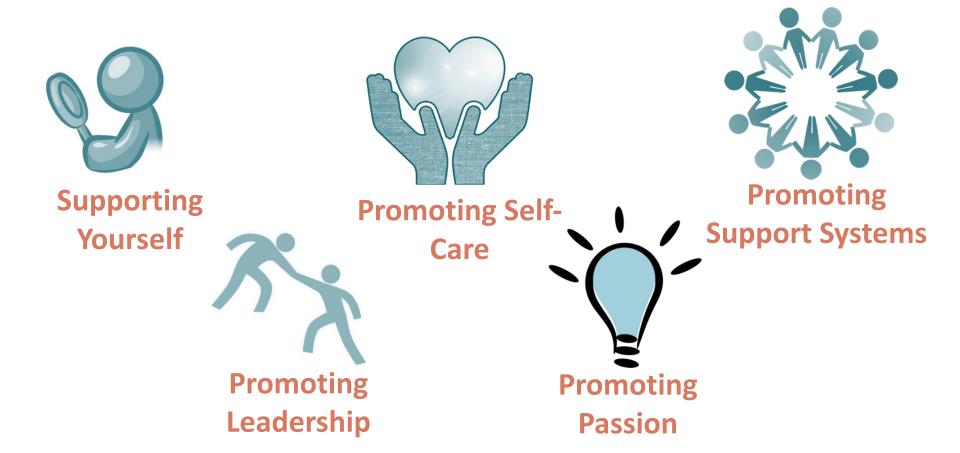
Managers have unique challenges and opportunities.

Might interact more with people than animals

Tasked with caring for staff regardless of personal stresses

Experience and position allow for specific opportunities to help others

#### Managers have multiples areas of impact to best support themselves and others.



#### Support yourself by prioritizing the basics of selfcare.







#### Support yourself with external resources.



Family and friends
Mental health
professionals
Internet-based networks

#### Promote self-care by setting an example.

# SAFETY FIRST

Publicly participate in wellness activities

Create a safe space

Share your experiences

# Promote self-care by prioritizing wellness opportunities.



#### Many wellness opportunities are available.

- Veterinary and lab animal community
- Counseling
- Stress management
- Burnout prevention
- Conflict management
- Knowing the purpose of the research
- Mindfulness training



### Promote self-care by encouraging wellness roles.

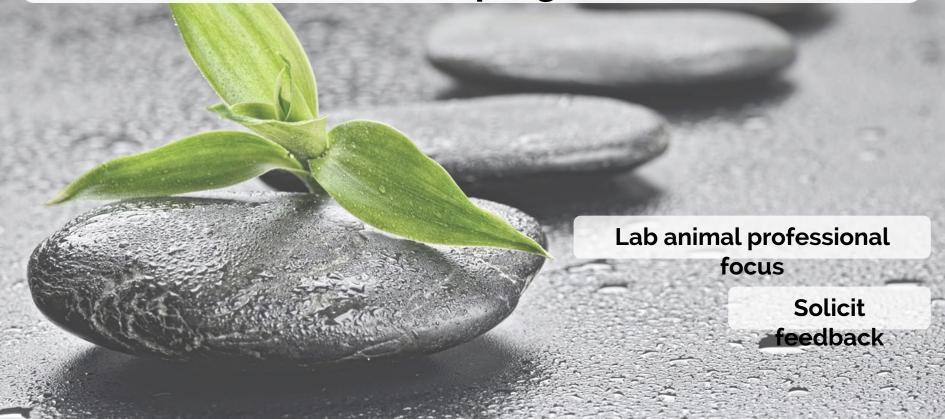


### Many resources are available to develop wellness advocates.

- AVMA
  - Train-the-Trainer Wellbeing Educator Program
  - Workplace Wellbeing Certificate
- Certified Compassion Fatigue Professional
- Green Cross Academy of Traumatology
- Association for Pet Loss and Bereavement



# Promote social support with an organizational wellness program.



# Promote social support by encouraging connection.



## Promote social support by showing appreciation.

You've been doing the good work of the DAR What was noticed: Thanks for handling a hard attation with grace, You have been calm in the storm You've been doing the good work of the DAR.

Verbal and visual appreciation External awards Internal recognition programs

Promote passion by encouraging special interests.

Allow staff to develop specialized skills/knowledge

Create special interest committees

Discuss in social forum



# Promote passion by encouraging engagement with committees.

Wellness specific

Internal: IACUC, animal resources specific

External lab animal groups

#### Promote passion by allowing for autonomy



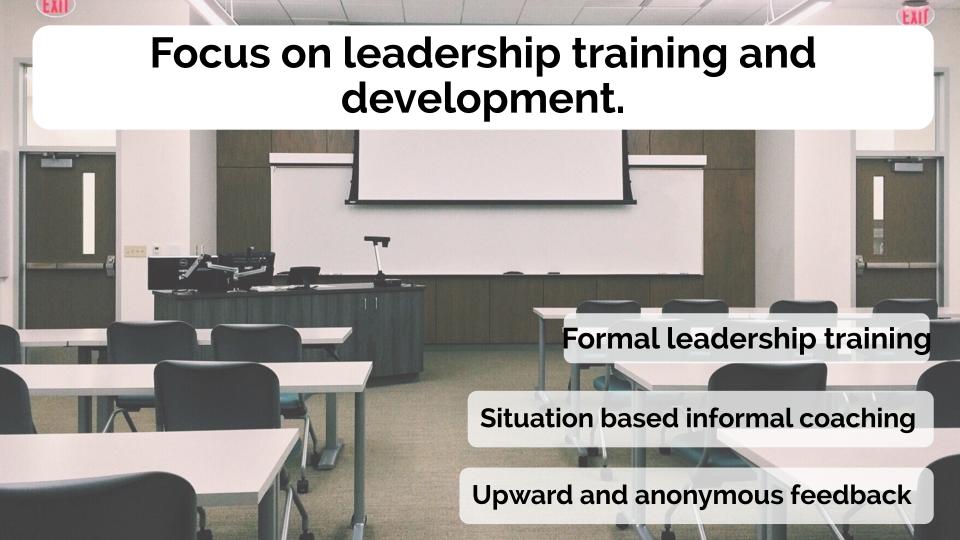
### Demonstrate leadership with the basics of good management.

#### Communication

Workload planning systems

Foster a positive work environment that embraces diversity, equity and inclusion

	Final Calc CD/FTE
Cost Center	(RLF)
Agnatha: Hagfish per 100 gal tank-PI Mgd	78.00
Agnatha: Lamprey (colony bin 80-150)	49.00
Amphibian/each	200.00
Guinea Pig	220.00
Guinea Pig: ABSL2	125.00
Mouse: ABSL2	685.00
Mouse: ABSL3	615.00
Mouse-Microisolator	770.00
Mouse-Microisolator/Auto Water	975.00
Mouse-Quarantine	513.75
Mouse-Sterile Housing	560.00
Pen Housed Livestock, Pig per head	55.00
Pen Housed Livestock, Sheep per head	55.00
Rabbit	67.00
Rat	845.00



#### Many leadership training options are available.

- Institute for Laboratory Animal Management (ILAM)
- LinkedIn Learning Courses
- Crucial conversations/crucial accountability
- Institution specific

### Demonstrate leadership by developing relationships

Ask:
How are you doing?
How can I help?



Name	
Birthday	Emory Anniversary
Favorite Color	Favorite Place
Favorite Sport/Hobby/Activity	
Pet(s)	Children
Favorite snack food	
Favorite candy or sweet	
Favorite cake	
The following are personally moti done (check as many as you like).	ivating to me and/or make me feel good as recognition for a job well
Card to me	
Note to manager	
Verbal thank-you	
Recognition in staff meeting	
Reward (type)	
Other (please specify)	
Accomplishment(s) at work that I	am most proud of
I would like you to know this abou	ut me

#### Acknowledgments

NA3rC Compassion Fatigue Team Amy Dryman



# Activities to Support Staff

RHONDA MACALLISTER, DVM

OREGON NATIONAL PRIMATE RESEARCH CENTER

OREGON HEALTH AND SCIENCE UNIVERSITY

Activity Name
Approximate Time
Purpose
Notes
Description
Any links or sources



Created by the NA3RsC Compassion Fatigue Resiliency Initiative

https://www.na3rsc.org/compassionfatigue/



#### **AnNex Mouse Exchange Toolkit**

Approximate Time: 30 - 90 minutes

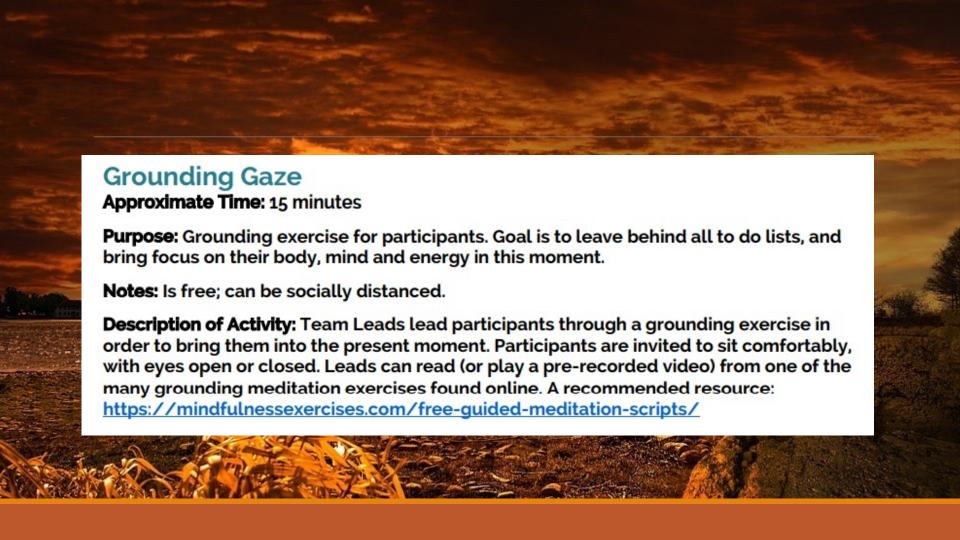
**Purpose:** The purpose of this activity is to provide an opportunity for people to work together in a creative environment. Provide understanding of care and the important role of the animal model in the scientific process. It also emphasizes personal responsibility and ownership. When people have created their animal, they are invested in its care.

**Notes:** Can be done regularly. Designed for mice and could be expanded to other species.

**Description:** This activity is an opportunity for people to gather and join in a creative activity. Each person is given a felt mouse that they then add ears, nose, whiskers, tails, etc. The conversation at the table when people are involved in a joint creative activity shifts the focus and people also need to work together to make their mouse ("please pass the scissors", "can I have the glue", etc.). Participants also have the opportunity to complement their colleagues in their creative endeavors. When the mouse (or other animal) is completed then they have responsibility for preparing a cage card = naming their mouse, clarifying what care their mouse requires, defining what study/protocol the mouse is involved with and how it is contributing to scientific and biomedical advances. There are several ideas that could branch out from here like housing the mice and rewarding people who identify if the mice are being properly cared for.

**Source:** The Mouse Exchange – Crafting Mice Together







Stressor Identification and Management\*

Develop an Individual Self-Care Plan\*

**Polarity Mapping**\*

Discussion on Compassion Fatigue Resiliency\*



**Pause** 















\* Part of current NA3RsC Group Activity Ideas

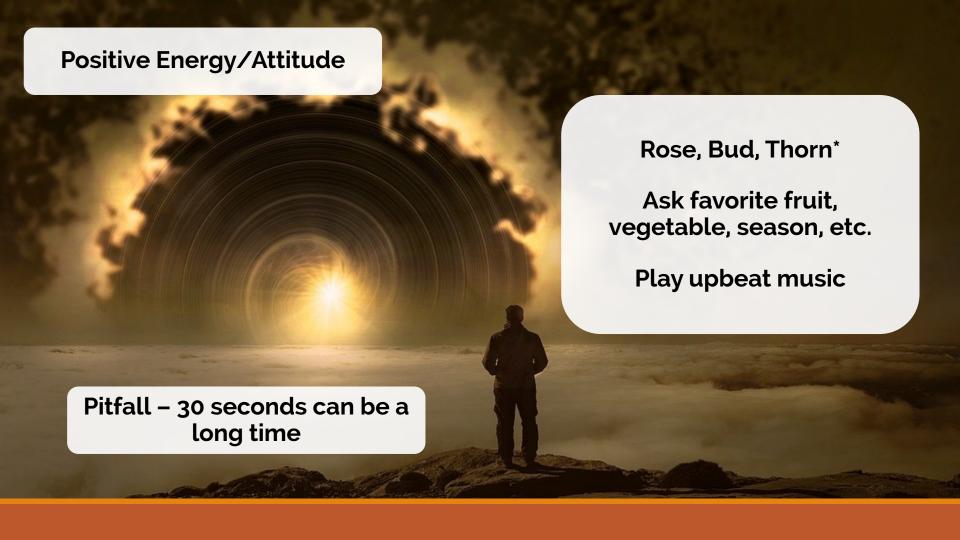
Enrichment Hour\*

Iron Enrichment Chef\*

**Enrichment Contest** 

Show the animals using it or let them give to animals themselves

Part of current NA3RsC Group Activity
Ideas





1. With someone seated near you, take three to four minutes to discuss your favorite vegetable\*

2. Exchange contact information, if you want to

3. Now you all have additional support for you and your programs!

\*can also sit in your seat and pretend did not hear what I said



**Create a Hope Box\*** 

Self-Compassion Break\*

Johari Square\*

**Painting** 

\* Part of current NA3RsC Group Activity Ideas



**Care-full Stories\*** 

Surprise another Unit/Group

Animal Themed Coloring Circle\*

**Journal Club** 

**Drawing Dash\*** 

One thing about you

RESILIENCE & COMPASSION IN RESEARCH

JOURNAL CLUB

### OUR JOB IS TOUGH.

Come learn more about recognizing compassion fatigue and building resilience!

#### WHAT

Short overview of a peer-reviewed research article followed by discussion in a safe space.

\*No need to read article ahead of time!\*

#### WHEN

We will work with your schedule to determine the most convenient time to meet.

### **WHERE**

DCM Commons conference room

#### SIGN UP

Email by October 28th.

If you're interested in independent review of the articles, we are happy to provide paper or electronic copies.

\* Part of current NA3RsC Group Activity Ideas



### **Comfort Animals**

Wellness & Resources Corkboard\*

Staff help pick inside/outside speakers

Pet channel/bulletin board

Time Capsule

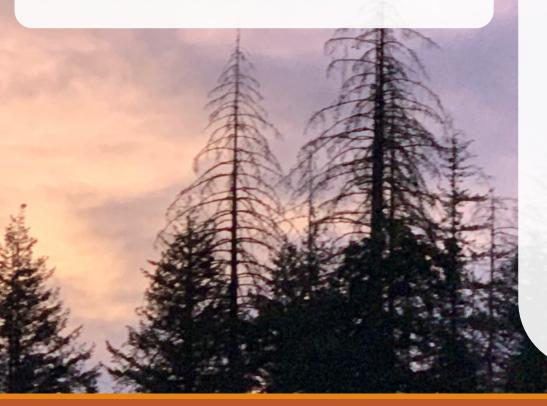








# **Closing Quick Tips**



- No matter what you do someone will complain
- Good time to go outside the box
- Get the buy in (not always who you think it is)
- Stop and look at what you have already done
- Ask staff for activity suggestions and then ask them again



# **Passive Learning Resources**

**Sarah Thurston** 

Coordinator, Animal Behavior and Welfare Management Programs

**Charles River Laboratories** 

## What are passive resources?

Resources that can be accessed and utilized in the participants own time rather than in a group setting







## **Process**

Subcommittee formed

Resources curated

Resources focused on self-care<sup>1</sup>, gratitude<sup>2</sup>, and professional quality of life<sup>3</sup>

<sup>1.</sup> Bonamer, J. R., & Aquino-Russell, C. (2019).

<sup>2.</sup> Emmons, R. A., et al. (2019).

<sup>3.</sup> Stamm, B,H. (2016).

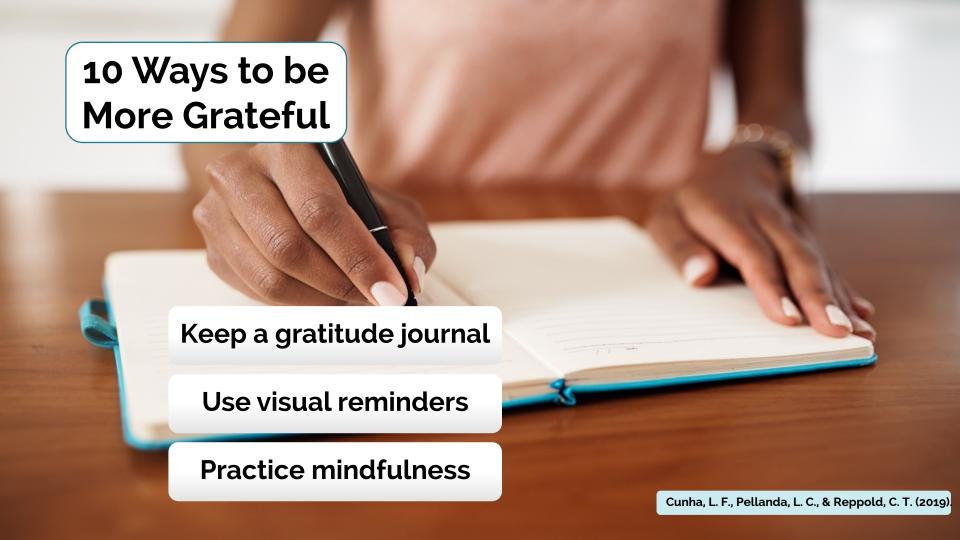
Passive Learning Resource Packet

















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**Research Papers** 

Self-Care

Classes & Consultants

Self-Assessment

https://www.na3rsc.org/compassion-fatigue/





