

*"I could never do your job.
I love animals too much"*

**I think you meant to say:
Thank you for your service**



- ~ Keeping me and my loved ones healthy.*
- ~ Ensuring that Laboratory Animals are well cared for.*
- ~ Supporting development of new discoveries.*



Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program

Thursday, February 14, 2019

10:00AM – 11:00AM

Pelton Auditorium

Fred Hutchinson Cancer Research Center



J. Preston Van Hooser

Review Scientist & Compliance Manager

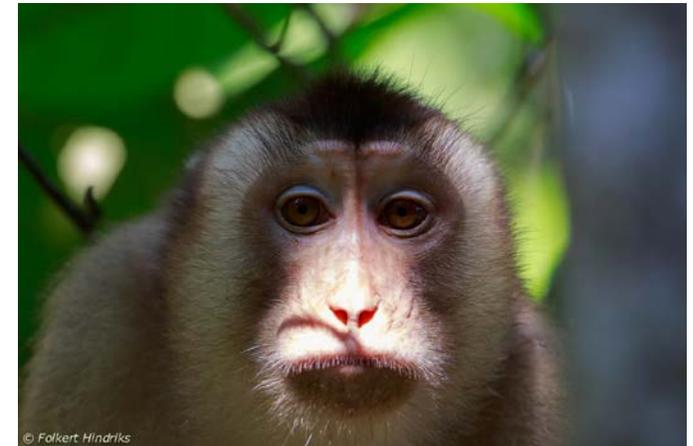
Office of Animal Welfare, University of Washington (UW)

Chair, UW Dare 2 Care (D2C) Compassion Fatigue Committee

Member, UW IACUC

Session Objectives

- What is Compassion Fatigue?
 - The Human-Animal Bond
- Examine compassion fatigue and its impact on our community
 - Animal Caregivers, Researchers, IACUC
- Provide example coping strategies
- Illustrate compassion fatigue program development
- Develop and implement a sustainable compassion fatigue program



What is Compassion Fatigue?

- Also known as **secondary traumatic stress (STS)**, is a condition characterized by a gradual lessening of [compassion](#) (sympathetic pity and concern for the sufferings or misfortunes of others) over time.
- It's common among individuals that work directly with trauma victims.
- It was first diagnosed in nurses in the 1950's.

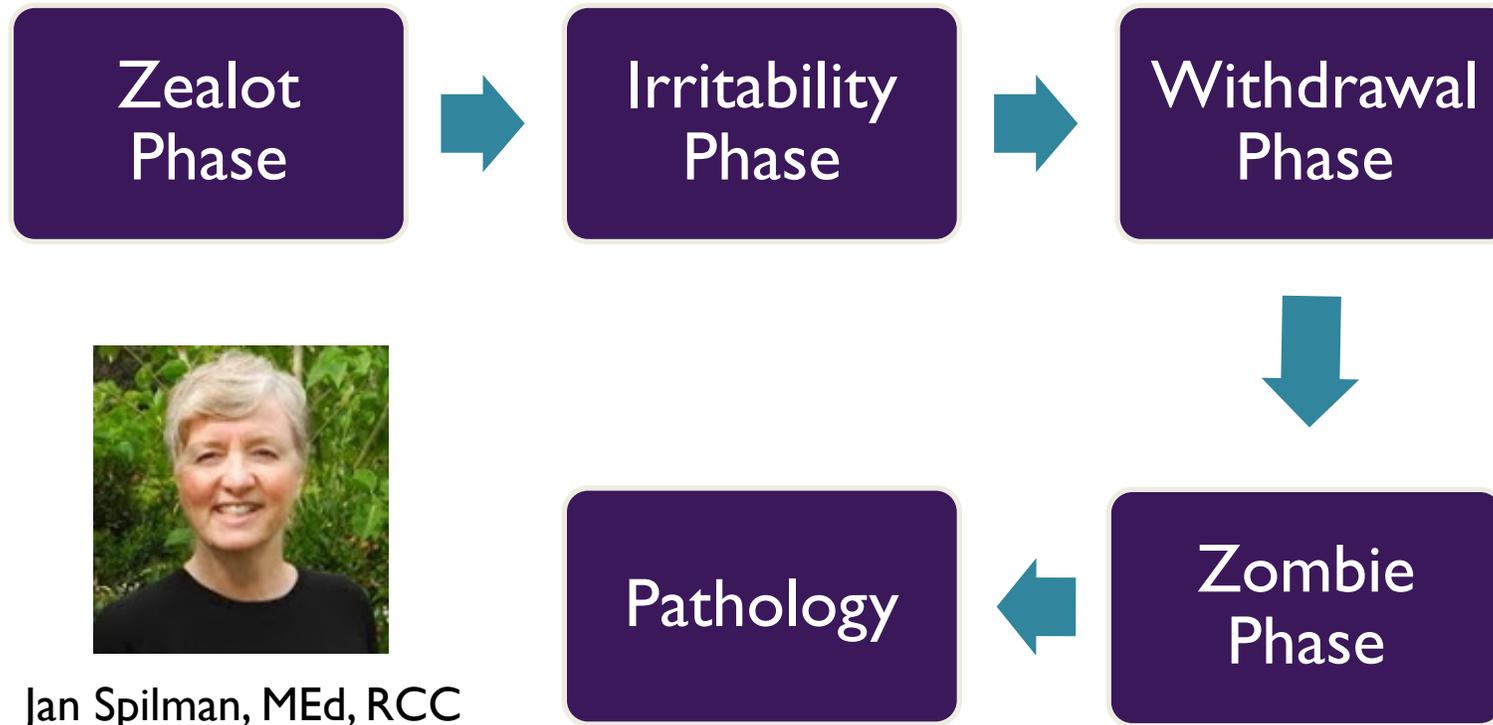


Compassion Fatigue and Lab Animal Professionals (LAPs)?

- A combination of physical, emotional and psychological depletion associated with working and caring for animals and their well-being and ultimately having to euthanize them.
 - *It is the negative aspect of our work. It may be related to: providing care, working with colleagues, beliefs about self, system failure, burnout and/or any work-related trauma.*

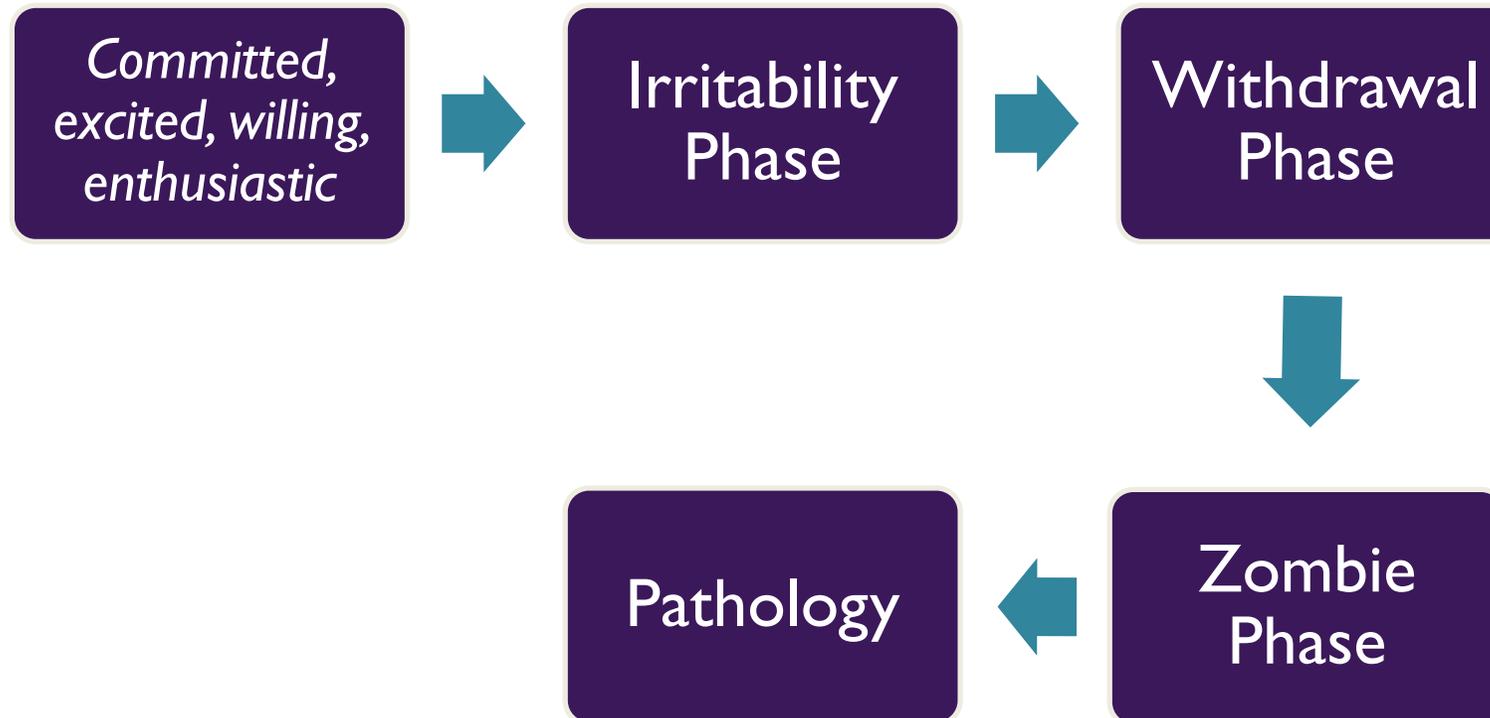


The Trajectory of Compassion Fatigue

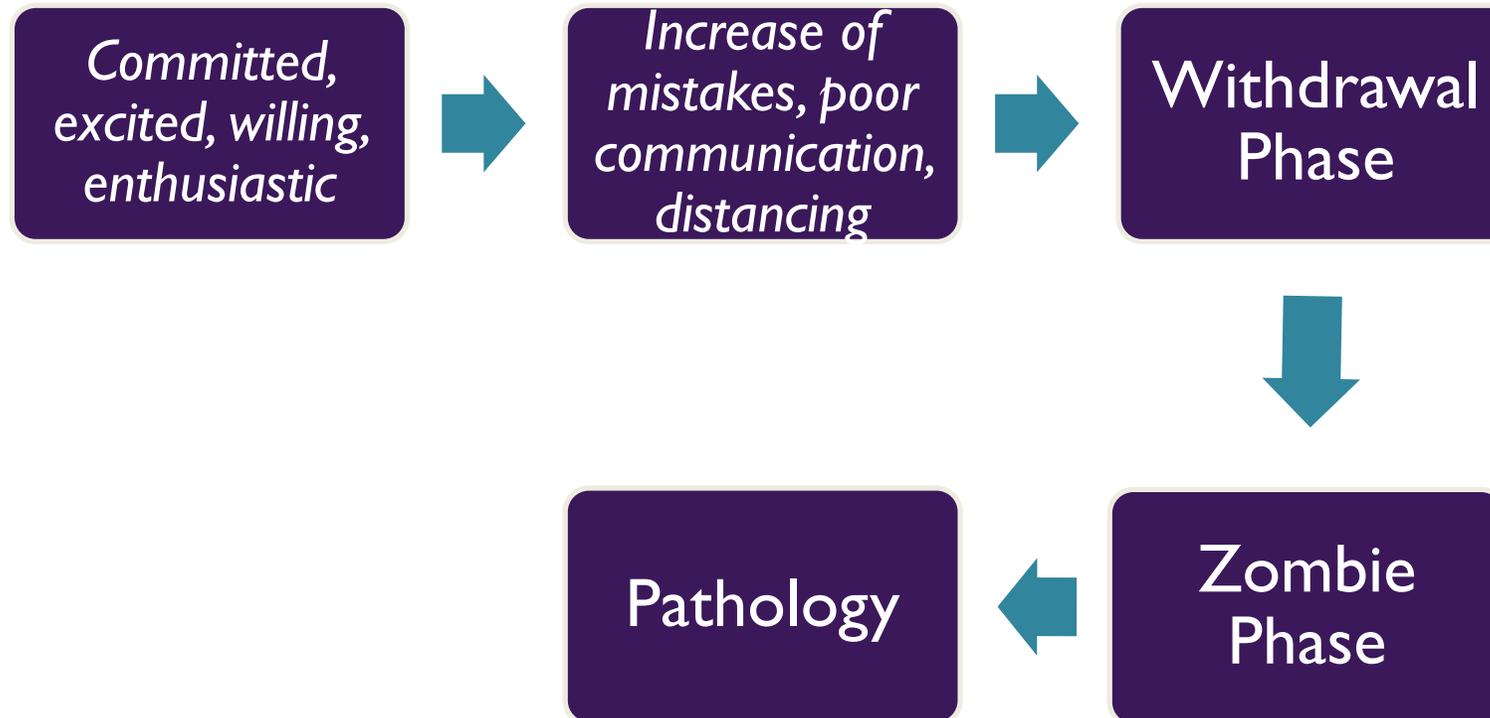


Jan Spilman, MEd, RCC

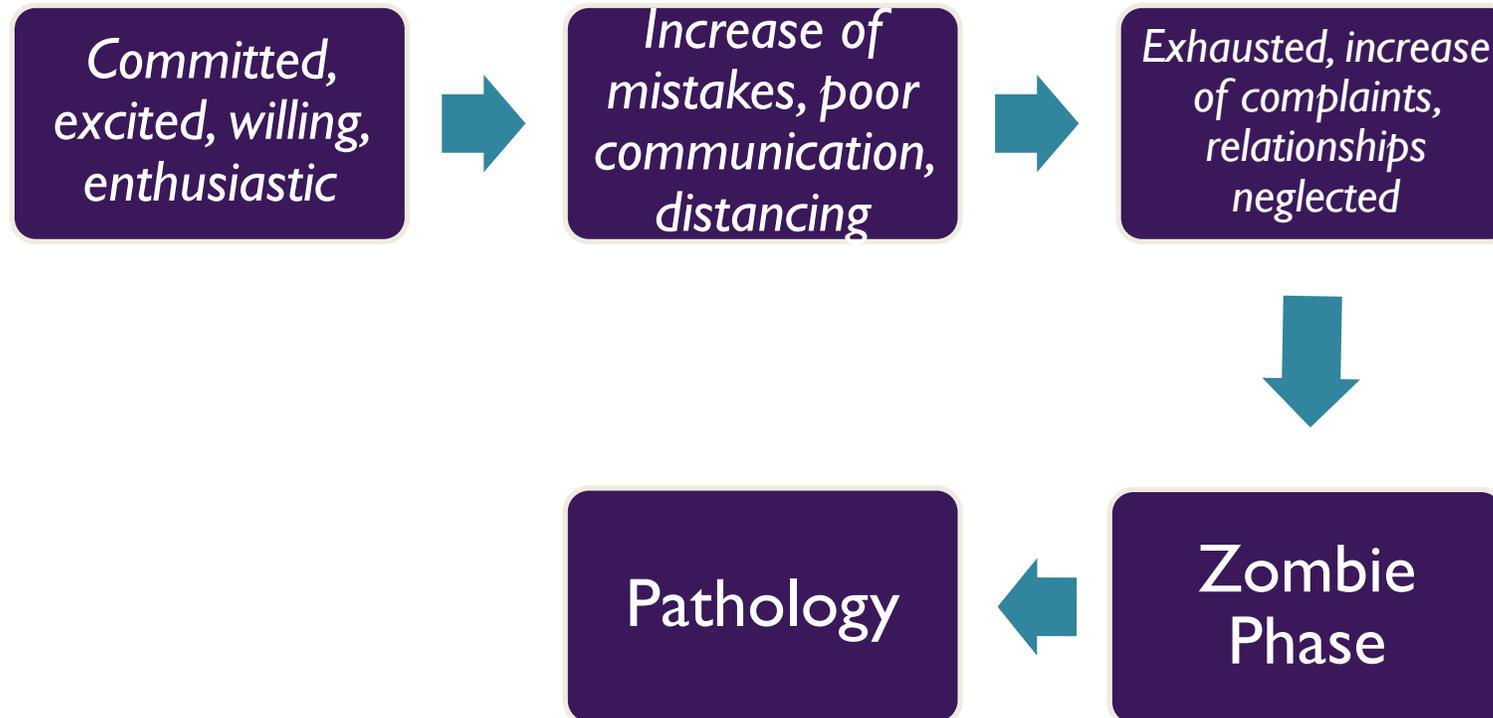
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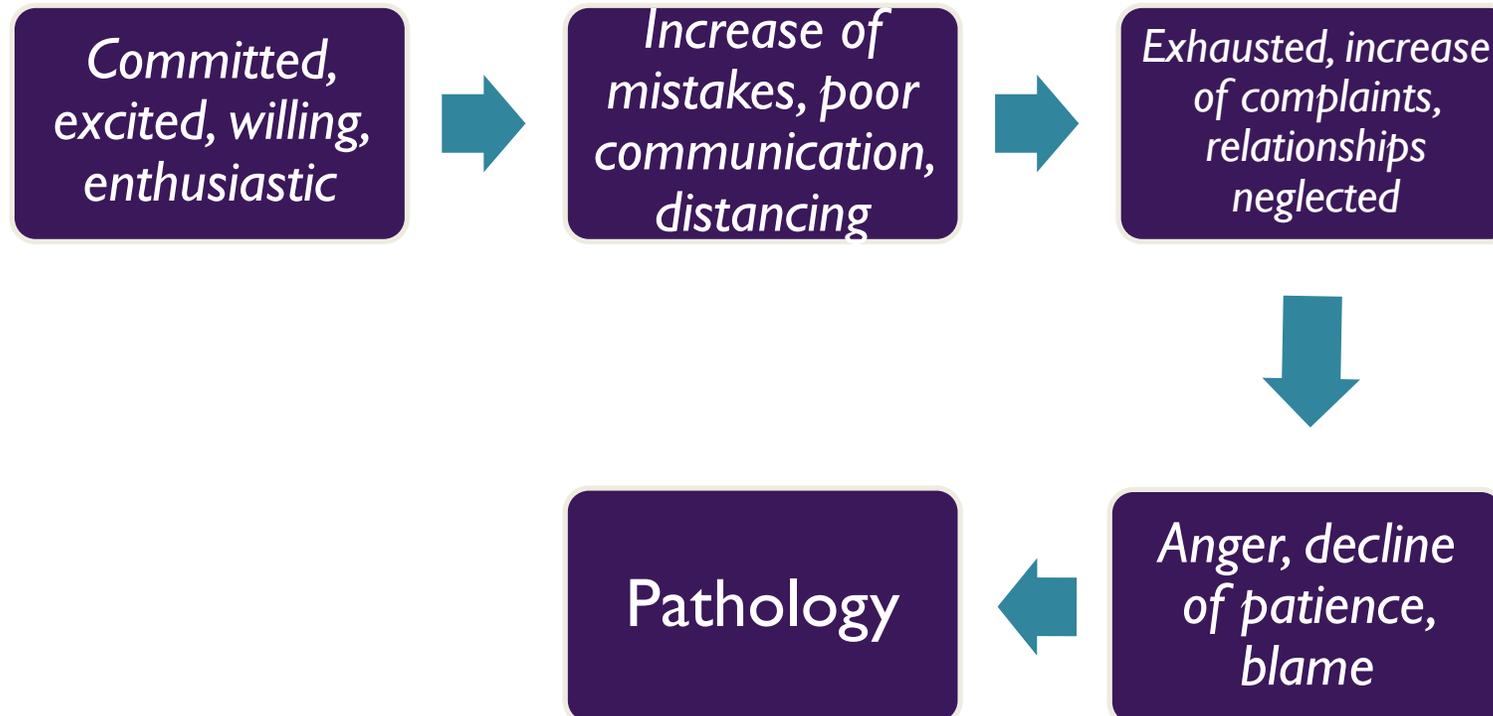
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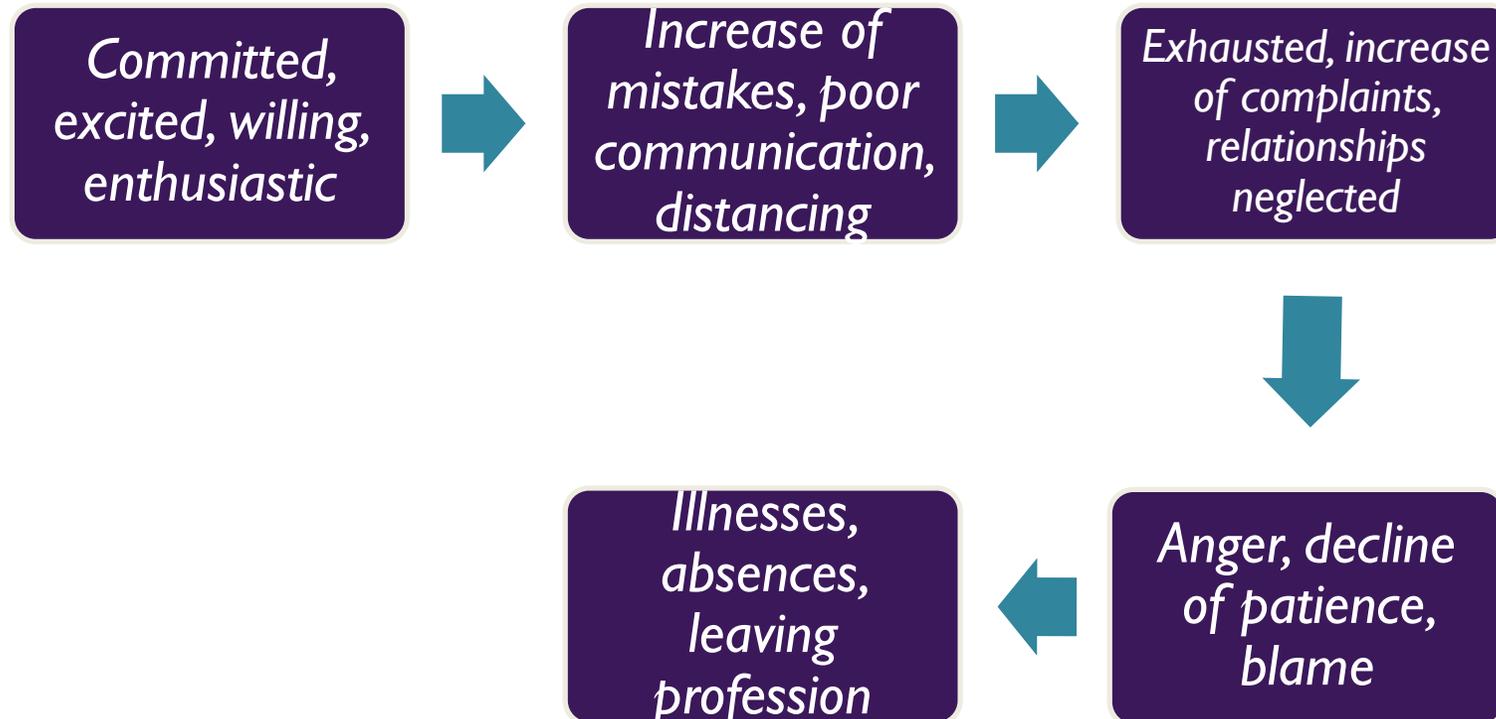
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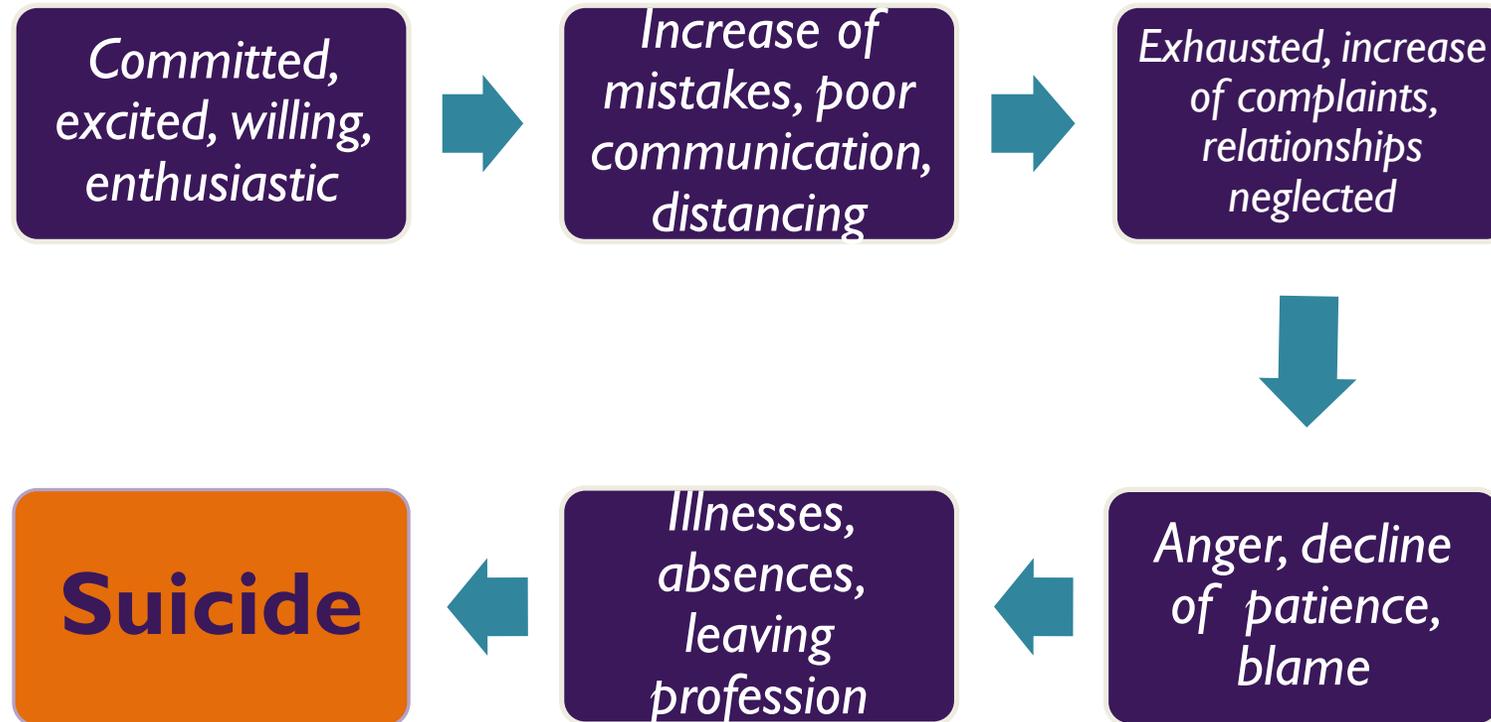
The Trajectory of Compassion Fatigue



The Trajectory of Compassion Fatigue



The Trajectory of Compassion Fatigue



The Cost of Caring

“The expectation that we can be immersed in suffering and loss daily and not be touched by it is as unrealistic as expecting to be able to walk through water without getting wet”

~ Remen, 1996



The Human-Animal Bond

- The human-animal bond exists in many forms and it can improve both human and animal welfare
- Close contact with animals can create feelings of satisfaction and affection



“Every technician I interviewed for this study experienced some form of attachment to a laboratory animal at least once in his or her career.” ~Arnold Arluke

We all Experience it

Not only do the individuals that work directly with the animals, but IACUC members, administrative support staff, vendors and facilities services personnel may indirectly experience compassion fatigue.



We don't get compassion fatigue because we are weak, can't handle the work, aren't "cut out" for it, etc. We get compassion fatigue because we care, deeply. And we ignore our own needs.

In the mid-1990' s

- When I started to work in the field of laboratory animal science, I was overwhelmed by emotions.
- Nobody told me about the feelings of
 - Guilt...
 - Sadness...
 - Regrets...

And nobody told me (or warned me) how difficult it would be to talk about my work/research



Employee Hazard Training



- Bites, scratches, kicks, physical trauma
- Ergonomics, noise
- Zoonoses, allergens, blood-borne pathogens
- Caustic, infectious, radioactive, toxic agents
- Sharps, hot surfaces, physical hazards
- Public safety, facility and computer security
- Disaster plans, fire, flood, bomb threat
- Harassment, discrimination, whistleblower
- Emotional involvement?

It is important

To provide Lab Animal Professionals (LAPs) with proper guidance and care because this will also have an effect on the animals.



Causes of Compassion Fatigue for Animal Caregivers & Veterinary Staff

- Long hours and isolation
- Observed morbidity and mortality
- Hazardous conditions
- High levels of responsibility
- May develop animal allergies
- Desensitization
- Sadness over the loss of a particular animal
- Animals will ultimately be euthanized
- **Hard to talk about work**

Outcomes

- No one is going to listen/care
- Nothing will be done
- Low morale
- Poor attendance
- High job turnover
- Poor job performance
- Callous or uncaring attitude
- Nothing to show for it



Causes of Compassion Fatigue for Research Faculty & Staff

- Long hours and isolation
- Regularly witness or induce disease in animals
- Self-blame
- May develop animal allergies
- Desensitization
- Unexpected outcomes
- Targeted by animal rights activists
- Animals will ultimately be euthanized
- Negative press
- **Can't talk about work**



Causes for IACUC Members & Administrative Support Staff



- Program size and complexity
- Animal Numbers
- Protocol and grant congruency reviews
- Post-Approval Monitoring
- System Failure
- Ethical decisions
- Desensitization
- Targeted by animal rights activists - UW Kills
- Negative press
- **Can't talk about work!**

Causes for All

- Human-animal bond
- Unable to talk about work
- **Limited self-care strategies**

“I had never been told that empathy is a finite resource. You can run out. As a normal, psychological response, you cannot give of yourself again and again and again without replenishing.”

Emmett Fitzgerald
Director, CBR Project

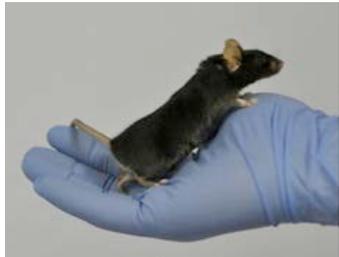
How it Affects the Workplace

- Decreased compassion
- Increase in errors
- Low quality of care
- Loss of productivity
- Low morale
- Poor attendance
- High turnover
- Leave profession



It Affects the Entire System

- Principal investigators and researchers
- Lab staff, student helpers, and volunteers
- Veterinary staff
- Husbandry, animal caregivers, vivarium managers
- IACUC, AUTS, OH&S, EH&S, animal purchasing
- Building management
- Facility services
- Custodial services
- **Organizational compassion fatigue**



Why we need to cope?

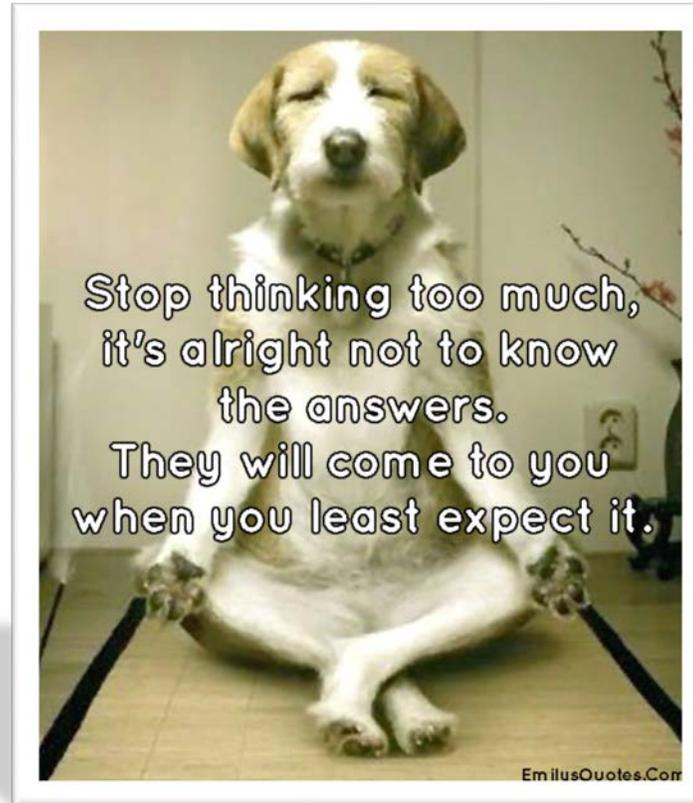
- Beyond knowledge and skill, empathetic and caring personnel provide humane and respectful care
- Allowing appropriate outlets for expression can reinforce the integrity of the human-animal bond
- Compassionate animal care is a foundation of good science

Sharing UW's Experience: How did we get here?

- Identify the Need
- Assess the Potential Demand
- Anneke Keizer, Founder, COPE+
 - Small company specializing in counseling services for people working with laboratory animals
- Needs Assessment (July 2016 & June 2017)
 - Interviews, one-on-one interactions, focus groups



Defining Moment



Dare 2 Care (D2C) Compassion Fatigue Committee



Developing a Compassion Fatigue Program

Management



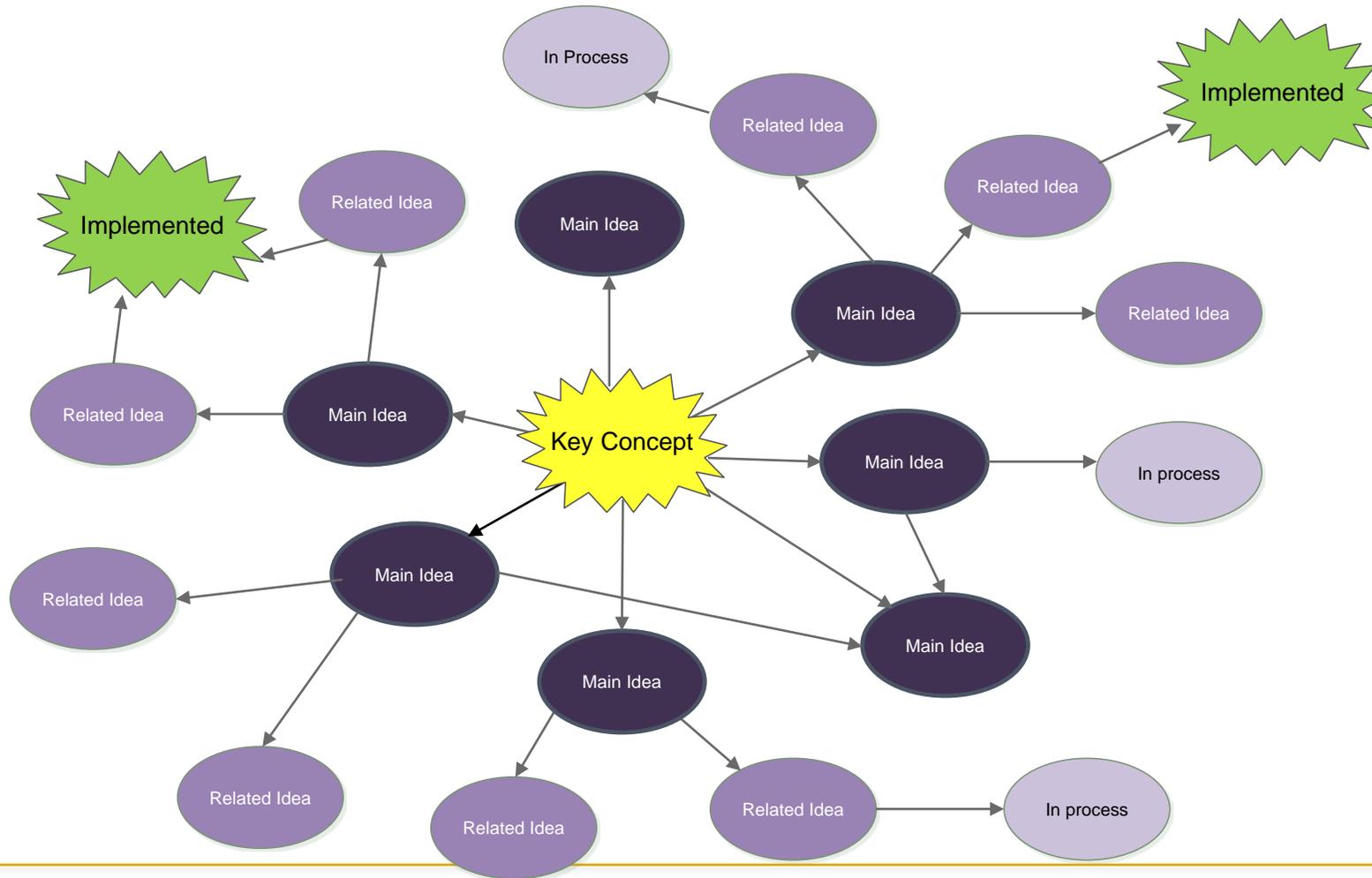
Those who say
it cannot be done
shouldn't interrupt
the people doing it

D2C Program Mission Statement

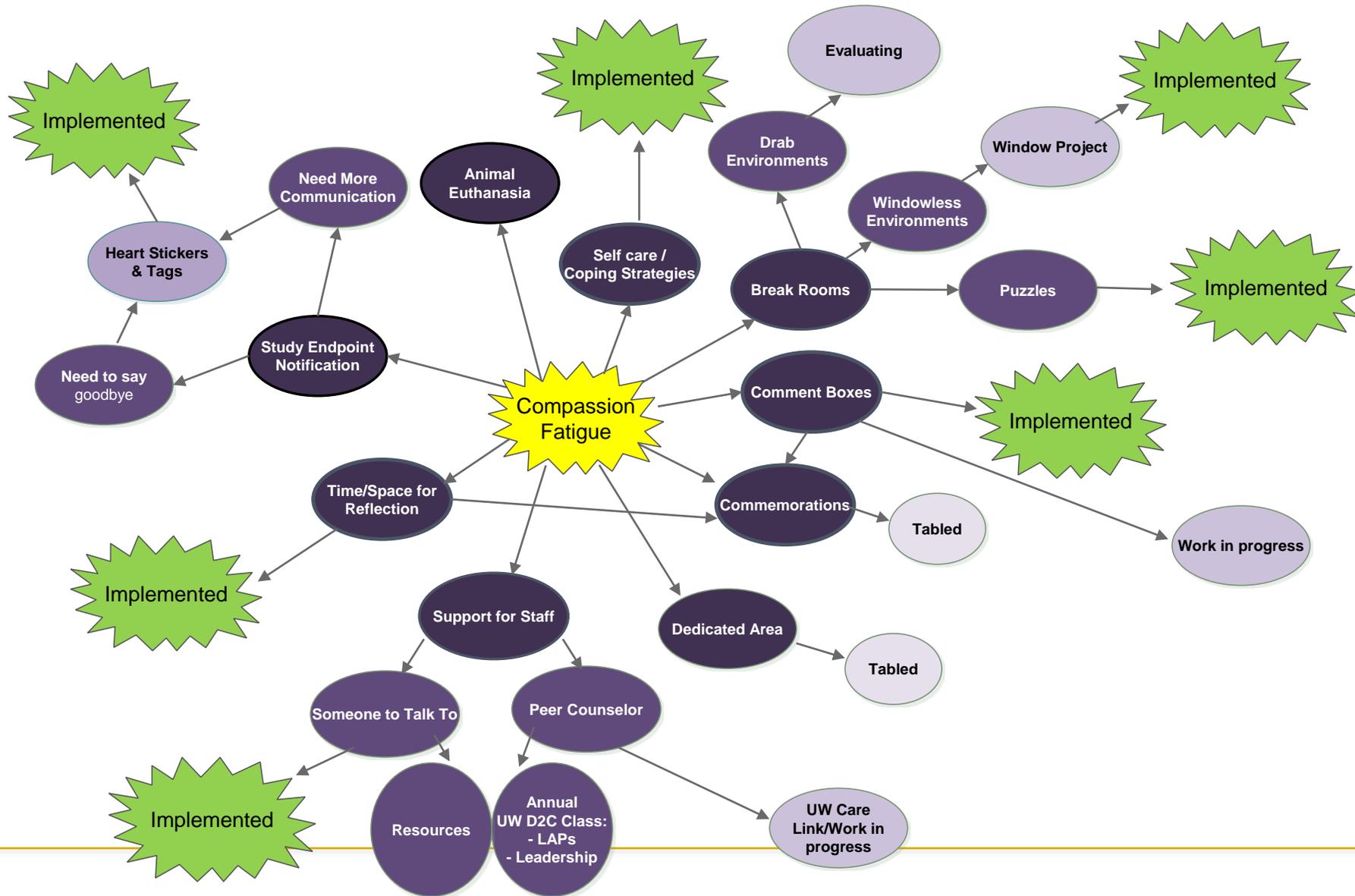
Assist all members of the research team to recognize compassion fatigue and raise awareness, provide tools, strategies and resources for managing human emotions in working with and caring for laboratory animals.



Example Concept Map



Compassion Fatigue at UW



Implementation: Initial Program Target Objectives

- Study Endpoint Notification
- Support for Staff
- Annual Commemoration
- Dedication Area



Study Endpoint Notification

- Heart Stickers
 - DCM (temporarily being used with NHPs)
- WaNPRC subcommittee created
- Cage Tags
 - Work in progress
- Email Notification (NHPs)
 - Email Templates
 - Endpoint information
 - Acknowledge high levels of humane care
 - Acknowledge the greater purpose the animal served



Support for Staff

- When individuals experience grief, anxiety, or bereavement associated with animal loss, it's important that we:
 - Acknowledge that these feelings exist
 - Provide support in the workplace
- Addressing this in a safe and supportive environment allows individuals to:
 - Feel validated
 - Strengthen coping mechanisms
 - Reinforce ability to sustain or form new bonds



Support for Staff ~ continued

- Create open atmosphere
 - Encourages staff to acknowledge feelings
 - Free from the **shame** or **embarrassment** of emotional reactions
- Institute a safe open-door policy
- Provide a pleasant work environment
- Supply a comfortable break area for resting and reflecting
- Offer educational opportunities that address humane animal care and use, animal welfare and ethics



Annual Commemoration / Dedication Area

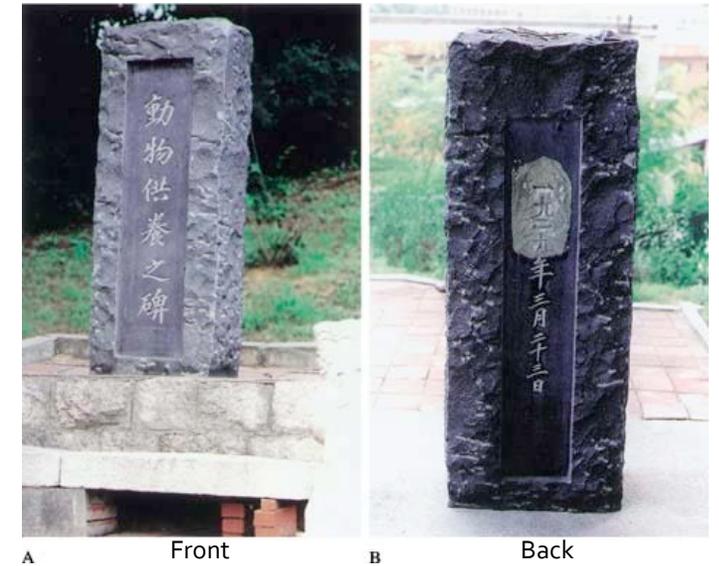


University of Rochester School of Medicine
Bronze casting, in place since the 1920's

In tribute
to research animals
whose contributions have
saved millions of human
and animal lives and
reduced suffering
worldwide.

From the animal technicians,
supervisors, managers,
veterinarians and research
scientists who care for
research animals.

Merck Research Laboratories



A Front B Back

Korean FDA, Seoul
Pagoda, site of annual ceremony

Annual Commemoration / Dedication Area



TO ACKNOWLEDGE AND REMEMBER ALL THE ANIMALS THAT HAVE BEEN USED IN OUR RESEARCH FACILITY, FOR THEY HAVE CONTRIBUTED TO A BETTER UNDERSTANDING OF SCIENCE AND ENABLED MEDICAL ADVANCEMENT.

AND TO ACKNOWLEDGE ALL RESEARCH PERSONNEL WHO HUMANELY CARE AND USE ANIMALS; YOUR DEDICATION TO ANIMAL WELFARE AND TO SCIENCE IS ADMIRABLE.



Hospital for Special Surgery, Manhattan

Annual Commemoration / Dedication Area



Next D2C Program Related Objectives

- Self Care Strategies
- Reflections
- Work Environments
- The “Box” Project
- Art of Compassion
- Sympathy Cards



Self Care Strategies



Rita & Zombie, Kayaking



Christina, volunteering
One Health in Malaysia



Holly, climbing Mt. Baker



Yuki, hiking to Camp Muir



Sara & Amber, at dog agility class



Non-negotiables of Self Care

Eat Well



Exercise and Fresh Air

Rest



Connect with others

Time and Place for Reflection

- Purpose - provide an opportunity for individuals to come together in one place to pay tribute to our research animals and each other.



**Martin K. (Casey) Childers,
DO, PhD**

Professor
Rehabilitation Medicine
University of Washington



Paul Frase

NFL Veteran
Co-Founder, Joshua Frase
Foundation

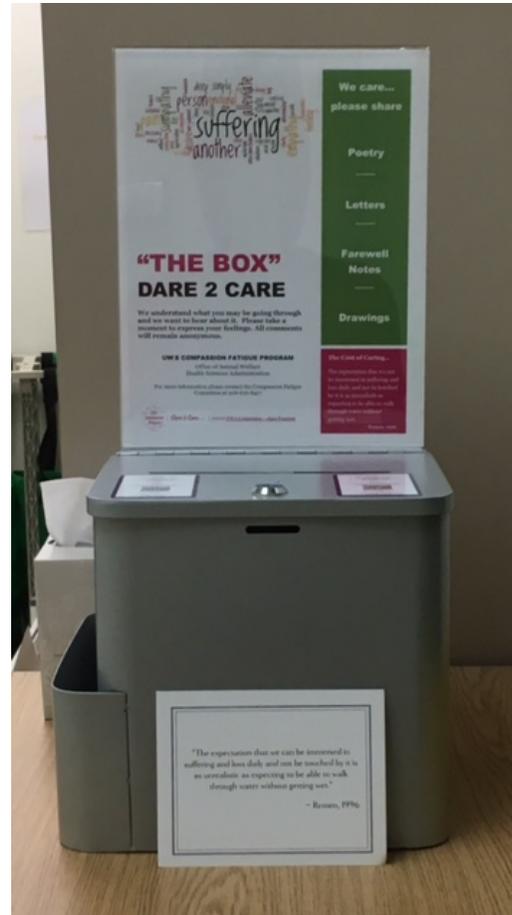
- Paul and Casey shared their stories and provided an explanation about how the use of their research animals help bring new treatment to patients with Myotubular Myopathy (MTM), a form of muscular dystrophy.
- Open to all animal caregivers, research faculty and staff

Work Environment / Break Areas



The "Box" Project

- Poetry
- Letters
- Farewell Notes
- Drawings*



* All drawings courtesy/copyright of our very own Emily Spaulding, Research Scientist/Engineer 1
Department of Comparative Medicine - Veterinary Services

The "Box" Project



The Art of Compassion



“He is always happy and always rolls onto his side to have his belly rubbed... He always cheers me up if I’m having a bad day.”

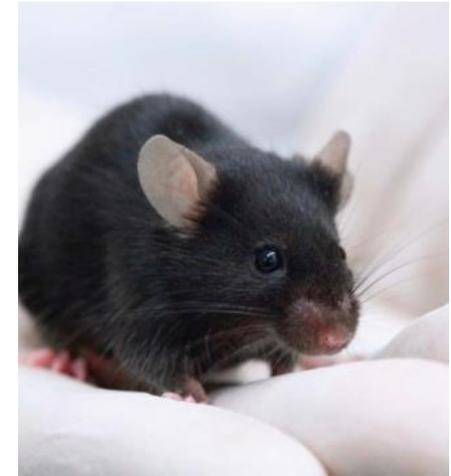
The Art of Compassion

"When I first got the study, Bert was the only one that truly stood out. He was the only monkey who would interact with anyone in the room by touching our gloves and taking prima treats out of our hands. He was the sweetest monkey in the cage, but as soon as he was pulled out he made sure everyone knew he was the boss. So naturally, we would all cling to him because he showed his personality right away. Isaac, on the other hand, was extremely submissive and timid to any human interaction. At the transfer, Isaac was placed with an aggressive, dominant mate who took advantage of him. They were eventually separated from each other with hopes of Isaac finding a friendlier mate at the random. As the study went from source to target, Bert and Isaac were paired together. Luckily, Bert took Isaac by the hand and showed him that human interaction isn't so bad. Isaac slowly progressed and began to touch gloves, gowns, and take treats. Of course, Bert advanced quickly from gloves and treats to gowns, face shields, and getting very excited to see any human. He has a tendency to grab the bottom of the cage with all fours and shake like a mad man when he is not getting any attention. Isaac would get on all fours and tilt his head down and just stare at you with his big eyes surrounded by his very large eyebrow. From their first day together, the two became best buds and would be lost without each other. Its unfortunate that my study is coming to an end, but Bert and Isaac will stay near and dear to our hearts."



Sustainability: Compassion Fatigue Program Future Directions

- New Employee Orientations (HR)
- OH Screening
 - E.g., Annual Lab Animal Questionnaire – CF Section
- Incorporate CF training into required job training
- Develop/Implement a UW CF Curriculum/Class for LAPs and Management
- D2C.org?





- Own It (management/exec leadership supports but stays out of way)
- Expect challenges
- In-Person Interviews
 - Needs Assessment
 - Challenges
- Form Compassion Fatigue Committee (CFC)
 - Identify immediate goals/objectives
 - Prioritize goals/objectives that are important and easily accomplished

- Mission Statement
- Establish Baseline
 - All user survey - Research Faculty/Staff, ATs, IACUC, Admin
- Human Subjects Protocol?
- Funding Opportunities/Sponsorships

- Monthly D2C:CFC Meetings
- Time for Reflection - Quarterly Basis/As Needed
- Challenges

- Survey - Annually
- Establish “Baseline” (metrics)
- Identify what is and what isn't working and make necessary changes

Develop

Implement

Sustain

If you need help, reach out to us!

Remember.....

- Empathetic, caring personnel ensure that animals are treated humanely and with respect.
- Emotionally supported individuals who are caring and respectful toward animals are best suited to promote and provide an enriching experience for animals.
- It's better to have a Dare2Care Compassion Fatigue Program and not need it than to need one and not have it!



Acknowledgments

University of Washington D2C Compassion Fatigue Committee

University of Washington and WaNPRC Leadership



Dr. Sally Thompson-Iritani

Department of Urology at the University of Washington



Anneke Keizer, Co-Owner & Founder, COPE+

VA Puget Sound Health Care System



Ken Gordon, Executive Director, Northwest Association for Biomedical Research (NWABR)



**Thank you for what you do.....
you truly make a difference!**

It is better to have a Compassion Fatigue Program and not need it -

.....than to need a Compassion Fatigue Program and not have it.

~ Anthony Gray, 2017

