Dare 2 Care (D2C): Compassion Fatigue Updates

Thursday, April 4th, 2019
4:15PM – 4:45PM
Hyatt Regency Bellevue
NWABR Annual Institutional Animal Care and Use Committee Conference

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Office of Animal Welfare, University of Washington
Chair, Dare 2 Care (D2C) Compassion in Science Committee
Member, UW IACUC
NWABR Board Member
Session Objectives

- Recognizing Compassion Fatigue
- Overview of UW’s D2C
- Updates
- Lessons Learned
What is Compassion Fatigue?

In an animal care setting, Compassion Fatigue is a combination of physical, emotional and psychological depletion associated with working and caring for animals and their well-being in a captive environment.

It’s 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 Cost of Caring

We cannot expect high levels of animal CARE without employees then CARING about the animals.

We don’t get compassion fatigue because we are weak, can’t handle the work, aren’t “cut out” for it. We get compassion fatigue because we care, deeply. And we ignore our own needs.
We all Experience it

Not only individuals working directly with the animals experience compassion fatigue, IACUC members, administrative support staff, vendors and facilities services personnel may also indirectly experience compassion fatigue.
## Signs & Symptoms

### Individual
- Depression
- Anxiety
- Apathy
- Irritability
- Sleep disturbance
- Poor self-care
- An increase in mistakes
- Diminished career enjoyment
- Substance abuse
- Problems in relationships

### Organization
- Substandard level of care
- Absenteeism
- High turnover
- Lack of teamwork
- Team conflict
- Low morale
- Blaming and complaining
- Increased cynicism
- Poor quality control
- Deterioration of the mission
# Causes of Compassion Fatigue

<table>
<thead>
<tr>
<th>Animal Husbandry &amp; Vet Staff</th>
<th>Research Faculty &amp; Staff</th>
<th>IACUC &amp; Admin Staff</th>
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</thead>
<tbody>
<tr>
<td>Isolation</td>
<td>Long hours</td>
<td>Program size and complexity</td>
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<tr>
<td>Observed morbidity and mortality</td>
<td>Regularly witness or induce disease in animals</td>
<td>Protocol and grant congruency reviews</td>
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<tr>
<td>Desensitization</td>
<td>Self-blame</td>
<td>Animal Numbers</td>
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<tr>
<td>Sadness over the loss of a particular animal</td>
<td>Desensitization</td>
<td>System Failure(s)</td>
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<tr>
<td>Animals will ultimately be euthanized</td>
<td>Unexpected outcomes</td>
<td>Ethical decisions</td>
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<tr>
<td></td>
<td>Animals will ultimately be euthanized</td>
<td>Post-Approval Monitoring</td>
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<td>Targeted by animal rights activists/Negative Press</td>
<td>Targeted by animal rights activists - UW Kills/Negative Press</td>
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It Affects the Entire System

- Research Staff
- Lab staff, student helpers, and volunteers
- Veterinary Staff
- Husbandry Staff
- IACUC, AUTS, OH&S, EH&S, Animal Purchasing
- Building Management
- Facility Services
- Vendors
- Professional Transportation Services
- Government/Company

Research Animals
- Numerous interactions throughout it’s life in a laboratory
- 100’s of people involved in direct interaction and/or oversight of the animals
Employee 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?
How did we (UW) 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
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.
D2C Initial Program Goals / Objectives

- Study Endpoint Notification
- Support for Staff
- Self-care Strategies
- Time for Reflection
- Work Environments
- The “Box” Project
- Annual Commemoration
- Dedication Area
Updates: Study Endpoint Notification

WaNPRC CF Subcommittee formed 2017

Heart Stickers / Cage Tags
  • Decided not to pursue at WaNPRC
  • (Heart stickers WIP at DCM)

E-mail Notification (NHP)
  • Endpoint Distribution List
  • E-mail Templates

*Acknowledge high levels of humane care*
*Acknowledge the greater purpose the animal served*
Hi everyone,

All animals in room ____ will reaching their endpoint soon.

Our animals are all part of a large study titled _______. We often refer to it as our ____ study.

This study’s goal is to _____. As part of the study design, critical endpoint samples must be collected. The scientific knowledge gained in terminal tissue collections and analysis will further the understanding of targeting and eradicating viral reservoirs. In order to thoroughly investigate we will need to humanely euthanize the animals for terminal collections. The pathologist and research staff will carry out this important procedure.

We have worked with these 24 animals for a long time and they are certainly the most vocal, rowdiest group of monkeys we have encountered. Despite that, they have been a pleasure to work with. We have grown to love each of their individual personalities and will miss and remember them all. Endpoints will start ____ and end ____. If you would like specific endpoints for any animals please let me know.

Most everyone has had an important role in this large study. We want to thank all the people that have made this very important study successful. In particular we would like to thank the animal care staff for providing wonderful care for the animals. This is a very vocal group that loves food and treats and you can clearly tell from the animals’ response that they prefer the husbandry technicians to anyone else. These animals were housed at Western and ARCF throughout their study and received excellent care. BMS did a great job ensuring the animal’s behavioral needs are maintained. (They) setup the pairs which have remained stable throughout the study despite a few room changes. The clinical staff provided therapeutic support during the study and are continuing to do so in the most critical part of the study. Research support and surgery staff have also played a large role in this study. They’ve helped up performed ___ surgeries/tissue collections during the course of the study. All 24 animals have progressed through this intensive study and have had no major health issues. We thank the vet staff for keeping close watchful eye on them.

I would also like to make a special thanks to the Kiem lab research staff (particularly Erica and Kelvin) in conducting ethical and compassionate research for our non-human primate patients. This has been a long, difficult study and these animals are all still healthy and happy thanks to the dedication of the research staff making sure their needs are met.

If you would like please take some time to stop by the animal’s cage prior to the dates listed above.

Best regards, _______ Lab
**Pre-Endpoint (Research) Example:**

Dear colleagues,

For quite some time we have been working on the _______ study titled______________

This study investigates the interaction of _______ treatment to enhance vaccine responses against _______ infection. As part of the study design, critical endpoint samples must be collected. The scientific knowledge gained in terminal tissue collection and analysis will further the understanding on how the _______ plays important role in _______ infection. In order to thoroughly investigate this, we will need to humanely euthanize the animals for terminal collections. The pathologist and support staff will carry out this important procedure.

On behalf of the principal investigator, I would like to inform you that we have reached important study endpoints for the following animals:

##### (Animal #/ Date)

We want to thank all the people that have made this very important research study successful. In particular, we would like to thank the animal care staff for providing humane care for the animals, BMS for ensuring the animal’s social and behavioral needs are met, clinical staff in providing therapeutic support during the study, research staff in conducting ethical and compassionate research for our non-human primate patients and pathology staff for ensuring the endpoint is humane.

If you would like, please take some time to visit the animal prior to the date listed above.

Best regards

_______ Team
Post-Endpoint (Clinical) Example:

Hello all,

##### was humanely euthanized yesterday afternoon due to her clinical condition, __________._

On behalf of the veterinary staff, I would like to thank the animal care staff, veterinary technicians, research support and BMS for your care and attention to this animal during her time at the center.

Thank you,

____, Veterinarian

Information to Include at the bottom if desired:

You can find out more information about the D2C Compassion in Science program here: _____ including a dedicated phone line, as well as a list of personnel you can reach out to if you want to talk about the loss of a particular animal.
Updates: Support for Staff

• Educate staff about our D2C Program

• D2C volunteers reach out to staff in times of need - “someone to talk to”

• Dedicated D2C phone and email

• Inform staff of other support options - we are not therapists

• Events for special circumstances
Updates: Training

University of Washington: Animal Use Laws and Regulations Training: Compassion Fatigue

Other Lessons:

What is Compassion Fatigue?

Compassion fatigue is a form of burnout that manifests as emotional, physical, psychological and/or spiritual exhaustion. It can result when we are repeatedly exposed to emotionally challenging and stressful situations that call for our empathy and compassion towards another person or animal.

Laboratory Animal Care Professionals are at high risk for compassion fatigue due to the fact that they work with and care for the animals, and their well-being, on a daily basis for weeks, months and sometimes years, and then ultimately having to euthanize them.

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University of Washington: Animal Use Laws and Regulations Training: Compassion Fatigue

Other Lessons:

Dare 2 Care

Compassion Fatigue

The UW’s Compassion Fatigue Committee is rolling out a new program, Dare 2 Care (D2C), to introduce the topic of Compassion Fatigue and identify symptoms and recognize, raise awareness and provide tools and strategies to help laboratory animal professionals cope and manage the emotional challenges of lab animal research. While compassion fatigue is a natural consequence of caring, we can learn ways to become more resilient and avoid becoming overwhelmed, shut down or leaving the work profession altogether.

For more information, please visit the UW Compassion Fatigue Program website.

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Updates: Occupational Health (OH) Screening

• Annual Health Assessment for husbandry staff / animal users administered by UW Employee Health

• One of the first institutions to implement CF assessment as part of OH screening for Laboratory Animal Professionals
VI. ADDITIONAL HEALTH CONCERNS
Yes ☐ I have health or workplace concerns not covered by the questionnaire (e.g. Compassion Fatigue) that I feel may affect my occupational health and would like to discuss with the Employee Health provider.

Yes ☐ I have reproductive concerns that I would like to discuss with the Employee Health Provider

Yes ☐ I have answered the questions truthfully and to the best of my recollection.

VII. SIGNATURE: ________________ DATE: ___
Updates: Reflections

- 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

- Guest speakers share their research and acknowledge the contributions provided by Laboratory Animal Professionals
- Open to all animal caregivers, research faculty and staff
Updates: Work Environment / Break Areas

Improving break rooms was frequently requested during our Needs Assessments.

“Before” and “After” video of animal caregiver breakroom with completed renovations @ https://sites.uw.edu/d2c under Special Projects page

Updates: “The Box Project”

An innovative way to encourage staff to express themselves anonymously
Updates: Dedication Area (In Progress)

- Physical tribute
- Peaceful retreat where staff can go to reflect

Annual Commemoration (In Progress)

- The entire UW community can gather
- Acknowledge contributions to biomedical research and animal welfare
Updates: UW D2C Website

https://sites.uw.edu/d2c
Updates: UW D2C Website

3217 visitors | 197 cities | 25 countries
<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>2019</td>
<td>Fred Hutchinson Cancer Research Center 2019 – Seattle, WA Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program</td>
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<tr>
<td>2018</td>
<td>2018 Association of Zoos and Aquariums Annual Conference – Seattle, WA Dare 2 Care: Developing a Program to Manage Compassion Fatigue Among Animal Caregivers Across Industries AALAS 2018 NM – Baltimore, MD You Created a Compassion Fatigue Program – What’s Next? International One Health Congress (IOHC) 2018 Conference – Saskatoon, Canada Compassion Fatigue and One Health: supporting our relationship with the animals we care for thru an integrated One Health approach World Veterinary Association Congress (WVAC) 2018 Conference – Barcelona, Spain Running on Empty: increasing awareness of Animal Welfare and Compassion Fatigue through the One Health approach 2018 IPS Conference_Compassion Fatigue: What is it and how does it influence our relationship with Nonhuman Primates in Captivity PRIM&amp;R 2018 IACUC Conference – Columbus, OH Compassion</td>
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<tr>
<td>2017</td>
<td>2018 NWABR IACUC Conference – Lynnwood, WA Strategies for Developing an Institutional Program to Manage Compassion Fatigue AALAS 2018 Webinar – Global Strategies for Developing an Institutional Program to Manage Compassion Fatigue 2017 Crossing the I’s Conference – Spokane, WA Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program That Meets Your Institutional Needs 2017 Crossing the I’s Conference – Portland, OR Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program That Meets Your Institutional Needs AALAS 2017 NM – Austin, TX Dare to Care: Developing and implementing a sustainable compassion fatigue program that meets your institutional needs AALAS 2017 D8 – Salt Lake City, UT Dare to Care: Developing and implementing a sustainable compassion fatigue program that meets your institutional needs (repurposed PRIM&amp;R 2017) PRIM&amp;R 2017 IACUC Conference – New Orleans, LA Dare to Care: Developing and Implementing a Sustainable Compassion Fatigue Program that Meets Your Institutional Needs (Hot Topics and Emerging Trends Track)</td>
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Fatigue: A two-part session that covers what IACUC’s should be aware of in terms of compassion fatigue – what is it and how does it impact an animal care and use program
Lessons Learned

• Recognize that this is a change in culture

• Set clear expectations
  • Committee membership / Charter?
  • Guidelines for volunteers that reach out to staff in need

• Identify possible funding sources early on

• Committee should remain independent and available to all staff
Lessons Learned

Recognize the Lab Animal Professional Work Resiliency Lifecycle

**Phase 1 (Honeymoon)**
- Red hot and ready to go, out to change the world.
- High on life. We know we can make a difference.
- Enthusiasm overflows; capacity for challenges is limitless.
- We think we understand the problem and we know we can fix it if only people would get out of our way.

**Phase 2 (Depression)**
- Enthusiasm turns sour.
- Lost the boundless energy.
- No longer wish to talk about work, don’t even want to admit where we work.
- Seem powerless to affect change.
- Self-blame.
- Our wall of isolation gets thicker.
- Every now and then we get a spark of Phase 1 energy.

**Phase 3 (Anger)**
- Phase two depression has turned outward and we’re mad as hell.
- Hypersensitivity turns to rage.
- Everyone is a target for our anger and demolition.
- Lost our perspective and our effectiveness.
- Unable to connect with life.
- Even the animals we come in contact with seem somehow distant and unreal.

**Phase 4 (Resilience)**
- New determination and understanding of what our mission really is.
- Big picture time.
- We have been effective — we have made a difference.
- Work is not our whole world.
- Reconnect with the animals.
- Understand that sadness and pain are a part of our job.
- We are, little by little, changing the world.
Lessons Learned

Recognize the typical Committee/Board Lifecycle
Lessons Learned

• Understand the Management perspective:
  • Research must continue
  • Care standards for animals must be maintained

Photo Credit: Oregon National Primate Research Center/OHSU; ComeSeeOurWorld.org
Acknowledgments

University of Washington D2C Compassion in Science Committee

University of Washington and WaNPRC Leadership

Dr. Sally Thompson-Iritani

VA Puget Sound Health Care System

Dr. Kim Stocking

Northwest Association for Biomedical Research (NWABR) Planning Committee

Ken Gordon, Executive Director, NWABR

The Jackson Laboratory
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