Achieving a good **‘Culture of Care’**

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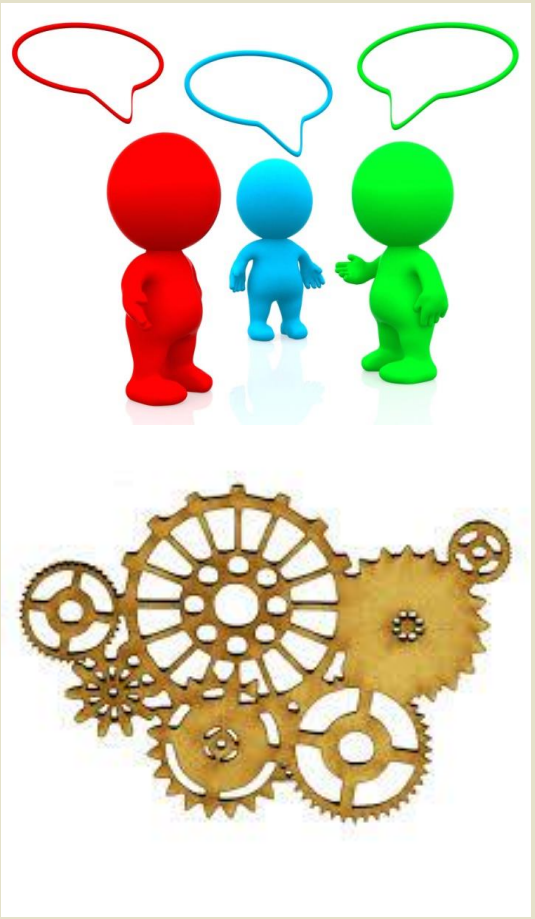
Presentation outline

- **About the concept**
  background, definition, current use, key factors
- **Indicators of a good culture of care**
  values, communication, processes, facilities, people etc.
- **Assessing your culture of care**
- **Summary**

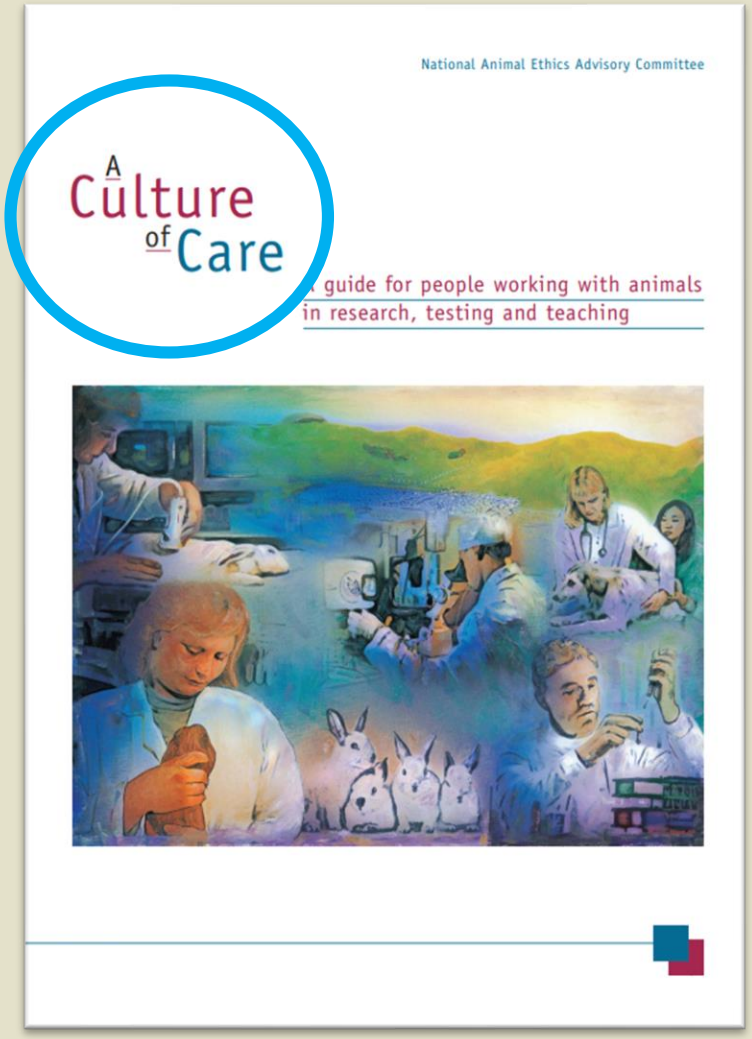
*The **culture** of an organisation relates to the **beliefs**, **values** and **attitudes** of its **people** and the development of **processes** that determine how they behave and work together.*



*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.*

*i.e. **what people think and do***

"Compliance, and failures to comply [with regulations] can ***often be traced back*** *to* ***behaviours****… and* ***attitudes****.*



"Society's expectations about the welfare of animals, and the means for enhancing it, are constantly evolving. ***It is your job to*** *keep abreast of these changes and help* ***constantly improve the culture of care within your own workplace****".*

National Animal Ethics Advisory Committee
New Zealand 2002

RSPCA

University of BRISTOL

Research involving animals

Research involving animals

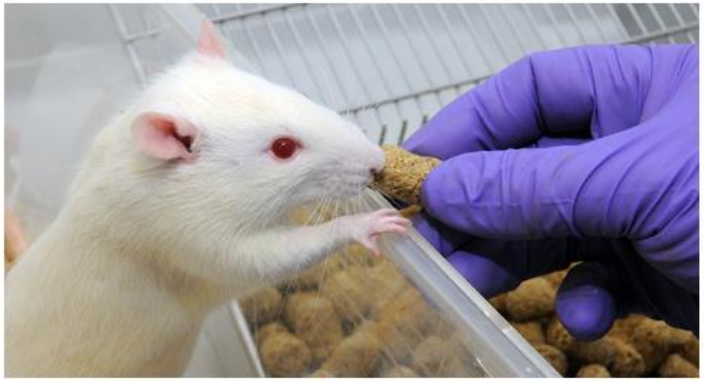


Image credit: University of Bristol

The University of Bristol is ranked among the world's leading research-intensive universities, with a successful track record of translating scientific discoveries into real-world advances. Wherever possible, our research relies on computer models, human volunteers or cells grown in the laboratory. However, these methods are not suitable in every instance. That's why, when absolutely necessary, we also support the principle of using animals in research in order to advance our understanding of health and disease and improve the lives of both animals and humans.

Ensuring animal welfare

We are committed to a 'culture of care' where animals are treated with compassion and respect. Ensuring a high standard of animal welfare is not only good for the animal, it improves the quality of our science and ultimately the lives of the people and animals that stand to benefit from our research.

RSPCA

www.bristol.ac.uk/animal-research

CORPORATE SOCIAL RESPONSIBILITY

ETHICS AND TRANSPARENCY | PUBLIC HEALTH AND ACCESS TO HEALTHCARE | COMMUNITIES | HEALTHY PLANET

ANIMAL PROTECTION

SANOFI

Executive Summary

As a diversified global healthcare leader focused on patients' needs, Sanofi is morally and legally obligated to ensure the quality, safety and efficacy of its medicines, vaccines, medical devices, and consumer healthcare products. Besides the regulatory requirements, the responsible use of animals is essential in the research and production process. Animals remain a small but an integral part of a comprehensive research and testing strategy that includes non-animal methods and clinical research.

Research involving animals poses dilemmas not only for scientists who use animals in medical research but also for society as a whole. At Sanofi, the consensus is that using animals for research is justified when there are clear benefits for human health and when the 3Rs principles (replacement, reduction and refinement of animal use) are applied.

As a key element of Corporate Social Responsibility, Sanofi commits to meet or exceed regulations and standards for the use of animals and to develop alternative approaches. Sanofi fully adheres to the 3Rs: Replacement, Reduction and Refinement of animals in Research. In this context, Sanofi uses animals only when a non-animal method is unsuited for the required use (replacement), with the smallest number necessary for quality science (reduction), and implements state-of-the-art practices to promote animal welfare and prevent animal pain and distress in housing and procedure conditions (refinement). Sanofi authorizes animal use only when the regulatory and scientific merit is established and under strict ethical oversight.

Sanofi promotes a culture of care which embraces responsible use of animals as a primary value and engages every employee working with animals. Whenever animals are required, Sanofi will provide high quality programs for care and use.

RSPCA

www.sanofi.com

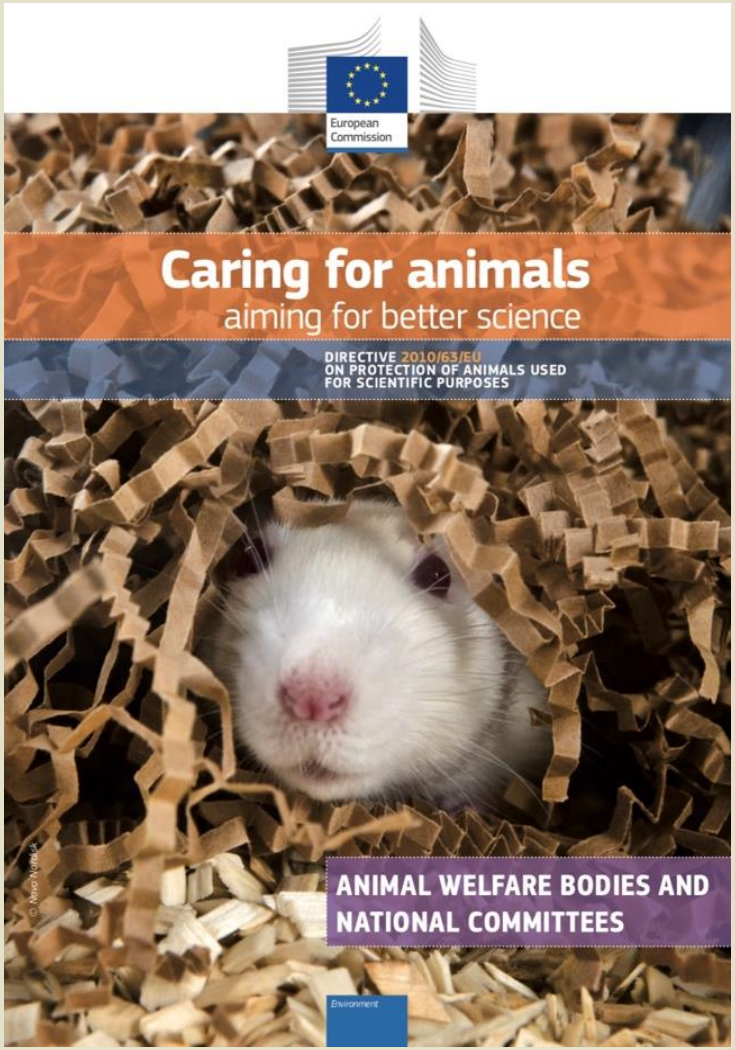
Now… most organisations say they have one

The concept should be
***applied* in a meaningful way**
and not simply used as a
'buzzword'.

Defining 'culture of care'

*"A culture that **demonstrates** caring and respectful attitudes and behaviour towards animals and encourages acceptance of responsibility and accountability in all aspects of animal care and use."*

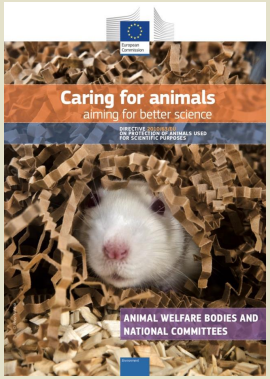
http://www.lasa.co.uk/PDF/AWERB_Guiding_Principles_2015_final.pdf



The table of contents

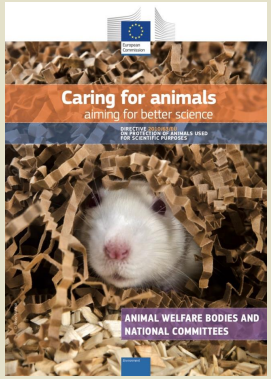
https://ec.europa.eu/environment/chemicals/lab_animals/pdf/endorsed_awb-nc.pdf

"Simply having animal facilities and resources which meet the requirements of the legislation will not ensure that appropriate animal welfare, care and use practices will automatically follow."



https://ec.europa.eu/environment/chemicals/lab_animals/pdf/endorsed_awb-nc.pdf

*"Ensuring an appropriate **culture of care** **is in everyone's interests**, as it will promote **improved animal welfare** and therefore **enhanced scientific outcomes**, and give all those involved in the establishment confidence that delivering high quality animal care and use practices is an important priority."*



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Culture of care is now used
to indicate **a commitment** to:

- improving **animal welfare**
- improving **scientific quality**
- taking **care of** staff
- **transparency** towards stakeholders (e.g. the public)

International Culture of Care Network

Originally proposed in 2016 by Thomas Bertelsen from Novo Nordisk in Denmark

Currently has **43 members** representing organisations from **14 countries**

International Culture of Care Network

- promote a mind-set and behaviour that continuously and proactively works to progress and promote laboratory animal welfare and the 3Rs
- go to a level above and beyond a culture of compliance
- include a culture of *challenge*

International Culture of Care Network

"The primary outcome of the network is to ***share*** *and publish examples of* ***activities*** *fostering a Culture of Care* ***which make a difference in terms of improved animal welfare****".*

"Achieving a culture of care is not a goal in itself, but is ***a means to achieve a goal****"*

Hawkins and Bertelsen 2019

The right ‘culture’: why is it important?

- Necessary if **legal**, **ethical** and **animal welfare obligations**, along with wider **responsibilities** towards employees and the public, are to be met.
- Says a lot about **the organisation you are** and aim to be.
- Impacts on **scientific quality** and **outcomes**.

A poor culture can lead to...

- People blaming each other when things go wrong or trying to cover up mistakes.
- Breakdown in key relationships and a lack of trust.
- Missed opportunities for implementing the 3Rs.
- Reputational damage.
- **Unnecessary or avoidable harms caused to animals.**
- **Poor standards of research.**

Mail Online

Monkeys are strapped into metal harnesses while cats and dogs are left bleeding and dying in undercover footage recorded at 'German laboratory'

- Animal rights activists claim to have filmed at the laboratory close to Hamburg
- Monkeys are locked into metal collars and appear to have developed neuroses
- A beagle can be seen bleeding in its cage after one of the experiments
- According to experts toxicity testing involves poisoning and can result in death
- WARNING GRAPHIC CONTENT:

Staff at German lab that was exposed in horrifying footage showing monkeys strapped into metal harnesses claim the tests were POINTLESS because they made up the results

- Video of 'appalling' conditions at German animal testing lab emerged last month
- Two whistleblowers who worked at the lab have now come forward to allege they were told to tamper with tests and falsify the results
- One said she was directly involved in faking data, and practice went on 'for years'
- Prosecutors are investigating as ministers say all test results are now in question

All organisations should ensure that they have **a clear vision** of what a good **culture of care** means for them...

Key factors

- **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.
- Voices and concerns at all levels throughout the organisation are **heard and dealt with positively**.

Key factors

- **Effective communication** throughout the institution.
- People understanding the **importance of compliance with the law and regulations.**
- People knowing their own **responsibilities and tasks**.
- The roles and work of **animal care** and **welfare staff** are respected and supported.

Key factors

- Creating, maintaining and developing the 'culture of care' is **not reliant on just one or two people**. There is a **team approach** - without loss of individual responsibility.
- **Pro-active** attempts are made towards improving standards, rather than merely reacting to problems when they arise.
- Attempts are made to **assess** '*how well are we doing?*'

Indicators of a good ‘culture of care’

Values

Required mindset

- 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.

- *"How can we best **exceed** the minimum standards required for **compliance**?"*

*"In the cases where the [Named Person Responsible for ensuring Compliance] is found to have failed to comply, it is likely that the issues will be **wide-ranging** within the establishment".*

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

Meets new animal users

- Helps to demonstrate the importance that the leadership places on the duties and responsibilities of the organisation in this area

- Enables staff to make a **connection** with management

- Allows the leadership of the organisation to set out their **expectations for behaviours and practices**.

Meets new animal users

Depending on size and structure of the organisation this could be:

- 1:1
- in groups
- at an appropriate opportunity
  (e.g. ad hoc, or at monthly or quarterly team meets)

Inductions

- **For <u>all</u> 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?

Communication

Person responsible for compliance
e.g. head of institute
Article 20 (2)

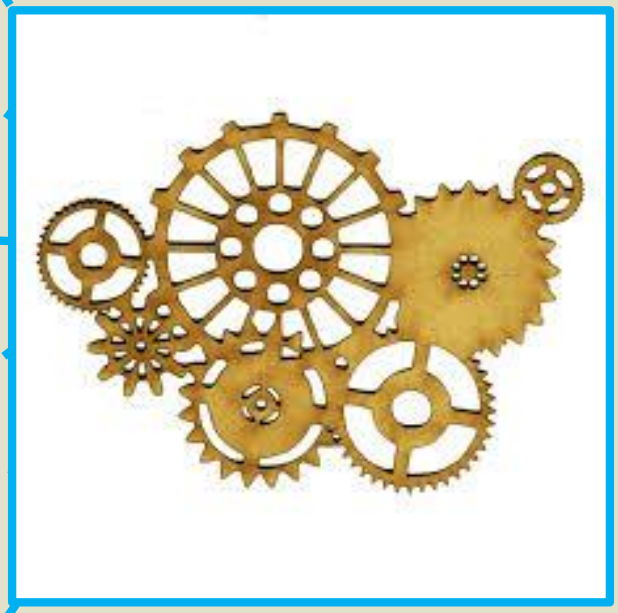
People responsible for overseeing welfare and care of animals
Article 24 (1a)

People responsible for ensuring access to species-specific information
Article 24 (1b)

People responsible for ensuring training, competence and supervision of staff etc.
Article 24 (1c)

Designated veterinarian
Article 25

Animal Welfare Body
Article 26



How **effective** are each - **and how well do they interact?**

Internal communications

Good systems for **sharing information** such as:

- Updates to national regulations, or local policies
- Issues identified following official inspections
- Minutes and actions from AWB meetings
- 3Rs, animal welfare knowledge and information
- Feedback from external events e.g. conferences

Communication and the Culture of Care

Penny Hawkins, RSPCA Research Animals Department
on behalf of the International Culture of Care Network*

Effective two-way communication between scientists and animal technologists is essential for a good Culture of Care

The European Commission suggests the 'development of formal and informal communication channels, for mutual benefit with respect to science and animal welfare'

Here are some examples from International Culture of Care network members

Regular meetings

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

Regular refresher/update meetings for all organised by NTCO

Special events

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

ELH organises an **informal meeting** for **all**, in which anyone can raise welfare issues

Building communication into existing processes

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

Three Rs improvements **reported to AWERB** & **shared** at external user meetings

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'*

www.rspca.org.uk/webContent/staticImages/Downloads/CommunicationAndTheCultureOfCarePoster2019.pdf

Animal Welfare Body
(or local animal ethics committee)

- **Posters** around the institution explain the work of the Animal Welfare Body.
- **Meetings** are '**open**' for any staff member to attend to develop an understanding of its role and operation.

Evidence of **integration** in, and **external liaison** with, the wider laboratory animal science, 3Rs and welfare communities.

- Involvement in relevant networks and forums
- Participation in meetings and conferences
- Membership of Professional Bodies
- Exchange visits
- Publications

"You want a culture that provokes good conversations"

- *'Why are we doing this?'*
- *'Will it deliver the outcome we want?'*
- *'Is there a better way?'*

Processes

Clear lines of authority where there is shared responsibility and accountability for the welfare of animals.

People should know…

All relevant personnel should be able to
talk about what studies using animals involve

- including what **techniques** and experimental **procedures** are authorised and being used
- the scientific **objectives** of the protocol
- the likely **harms** and suffering that animals may experience
- the **humane endpoints** of the study

‘**Pre-start**’ and **pre-study briefing** meetings.

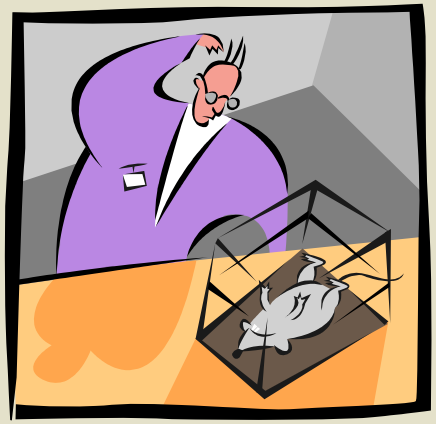
A culture of **checking licence authorities** before starting any new set of experiments.

To avoid: *“But I thought it was authorised…”*

Clear **audit trails** **of communications** between **scientists** and **animal technologists**.

Ongoing and retrospective review for **all** projects.

Review activities and progress e.g.



- What has gone well - and what hasn't?
- Have the objectives been met?
- Were the harms to animals as expected?
- Are there learnings to be shared?
- Have any future improvements in implementing 3Rs been identified and shared (inc. externally)?

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'.

People should feel free to express any concerns – indeed, doing so should be expected and encouraged.

Shouldn't believe that doing so will be detrimental to their status, job prospects or relationships with colleagues.

A clear process and system is in place for personnel to raise any concerns.

For example -

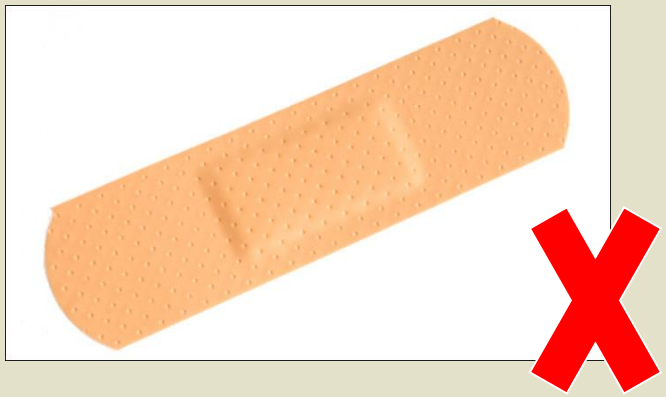
- feelings that a potential refinement is not being implemented
- under-resourcing of staff or lack of necessary equipment
- concerns that a non-compliance has occurred or that there have been ‘near-misses’ etc.
- concerns there is a lack of competency

The route for raising concerns is clearly highlighted internally

e.g. on posters, in induction materials etc.

Effective solutions are put in place…

rather than a succession of ‘quick fixes’.



People

"The capacity of the establishment to comply [with regulations] often lies in the attitudes of the scientists, named persons [e.g. veterinarian, animal technicians]…
as well as the engagement of the [Animal Welfare Body]."

Recruitment

- Look for people who are **caring and empathetic with a good attitude towards animals.**
- NB: Recruitment practices alone cannot *create* 'caring attitudes', and assessment of individual attitudes to animals can be difficult at the recruitment stage.
- Train interviewers to ask appropriate questions.

Appropriate staffing

- Sufficient numbers of personnel, and with appropriate experience, for the size of institution, type of work and animals being used.
- Sufficient time allocated for daily, meaningful routine monitoring of **all** animals.
- Low turnover of staff and minimal need for agency staff to ‘plug the gaps’.

Home Office - Animals in Science Regulation Unit

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/512098/Patterns_low-level_concerns.pdf

Appropriate staffing

- some warning signs

- Staff appear de-motivated, over-burdened or under supported.
- Strained relations between staff.
- Lack of resilience in the system to cope with natural fluctuations in staffing.
- Frequent unexplained staff absences.
- Inadequate cover at weekends - higher animal mortalities

Home Office - Animals in Science Regulation Unit

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/512098/Patterns_low-level_concerns.pdf

Scientists

- Are directly accessible and engage positively with animal care and other staff.
- See the value in a collaborative approach.
- Respect the knowledge of animal care staff.
- Take an interest in the animals they will be using.
- Don’t appear in the animal unit only when they are doing an animal experiment.
- Are not “*too busy*” to check animals themselves.

Designated veterinarian

- Is visible, engaged and effective.
- Has specialist knowledge of the species and models used.
- Regularly visits with sufficient availability for the provision of advice.
- Proactively provides advice and training e.g. relating to aseptic surgery, anaesthesia and analgesia.
- Maintains good and accessible clinical records.

Education and training

- **Competence** is not ‘assumed’ but must be established.
- **Training needs** are identified (for all personnel) and met - including supervision of individuals using new techniques, species etc.
- Clear training **plans and records** are kept and well managed, reviewed and tailored to *individual* personnel with ongoing regular ‘refresher’ training, and encouragement and expectation for CPD.

Ongoing support

Provided to personnel who care for animals to **help them cope with the emotional challenges of their job**

- such as humane killing of animals, especially those with whom they have formed a bond.

Things that can help

- Train personnel to recognise situations that can cause **compassion fatigue** and when they might be experiencing it.
- Allow appropriate outlets and opportunities for personnel to understand and express their emotions.
- Encourage personnel to ask for help, without shame or embarrassment.

Things that can help

- Provide access to mental health professionals and counselling support.
- Encourage the development of *sustainable* coping skills - e.g. it's not just a case of 'taking a vacation'.
- Rotate difficult tasks among personnel.
- Allow an individual to be excused from killing an animal(s) when they are particularly attached or find it too difficult.

Facilities

‘First impressions’ of the animal unit

- includes changing areas, cage washrooms

- Design is ‘fit for purpose’
- Not relying on temporary or makeshift solutions
- Good state of repair of fixtures and fittings
- Tidy and organised
- Hygienic and safe
- Calm - activity, noise

Appropriate facilities

- Environmental parameters are monitored and well controlled.
- Clear plans for maintenance, upkeep and upgrade.
- Effective emergency response procedures and systems are in place.

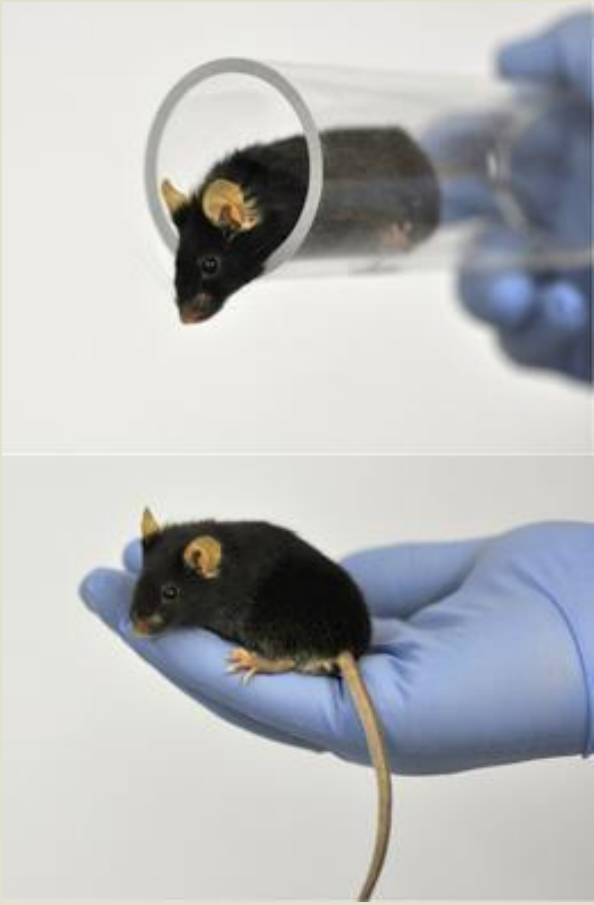
Home Office - Animals in Science Regulation Unit

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/512098/Patterns_low-level_concerns.pdf

Making animal welfare improvements

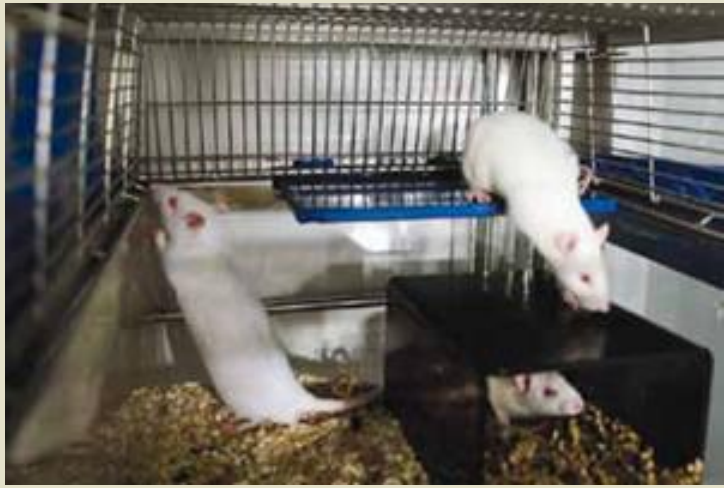
Personnel have a good understanding of animal behaviour and the latest animal welfare science.

Are able to provide a variety of recent and specific **examples** of how **3Rs** are being considered and implemented in the institution.



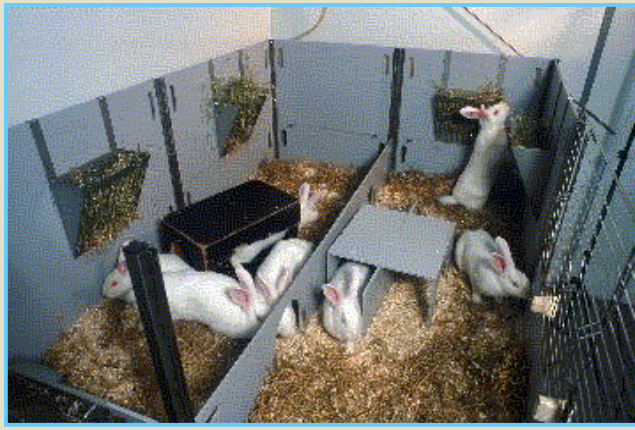
Internal *procedure* or *species*-specific 'focus groups' can be set up to identify opportunities for continuous improvement

e.g. gather, review and share latest information on **good practice**, or aspects such as **sharing tissues** or **minimising surplus breeding**.



Or for **reducing harms**.
For example, review current animal use with aim of avoiding '**severe**' suffering.

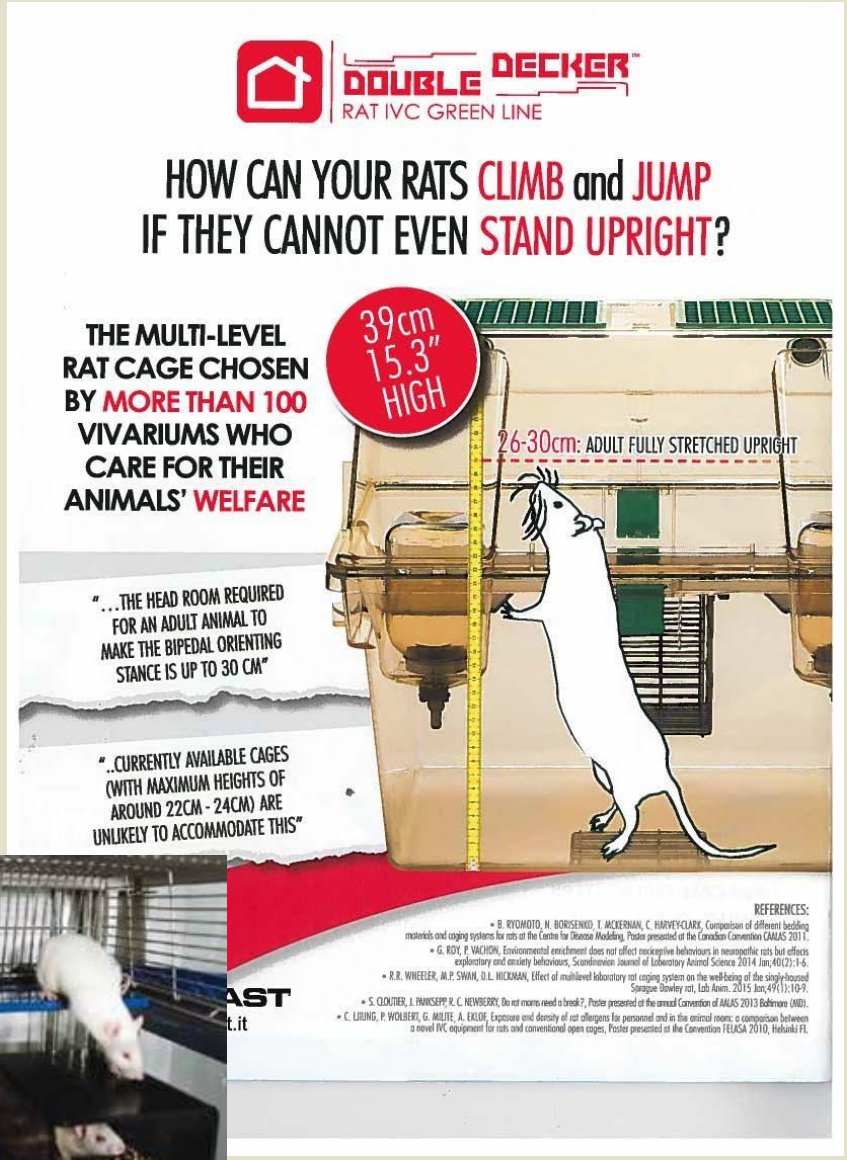
Attempts are made to **go beyond the minimum requirements for housing** animals set out in legislation.



Minimum standards of housing required by **law** (influenced by politics, economics etc)

≠

Standards required to meet **essential welfare needs** (based on science).



The institution has an **environmental enrichment strategy.**

Thought is given to trying to provide for **positive experiences for animals**, as well as minimising pain or suffering.

Costs of resources to enable improvements in animal care and use are **factored in** when considering project funding.

e.g. enrichment to improve animals' enclosures; training courses for personnel

Photo credit: Understanding Animal Research

Rehoming

Do you have a plan?

Does it consider
'other' species
e.g. rats, rabbits etc?

A second lease on life for laboratory rats

Dozens of EPFL lab rats will embark on new lives as domestic pets. The initiative, the first of its kind in French-speaking Switzerland, comes under a recently signed rehoming agreement with national animal welfare organization Swiss Animal Protection.

25.04.22

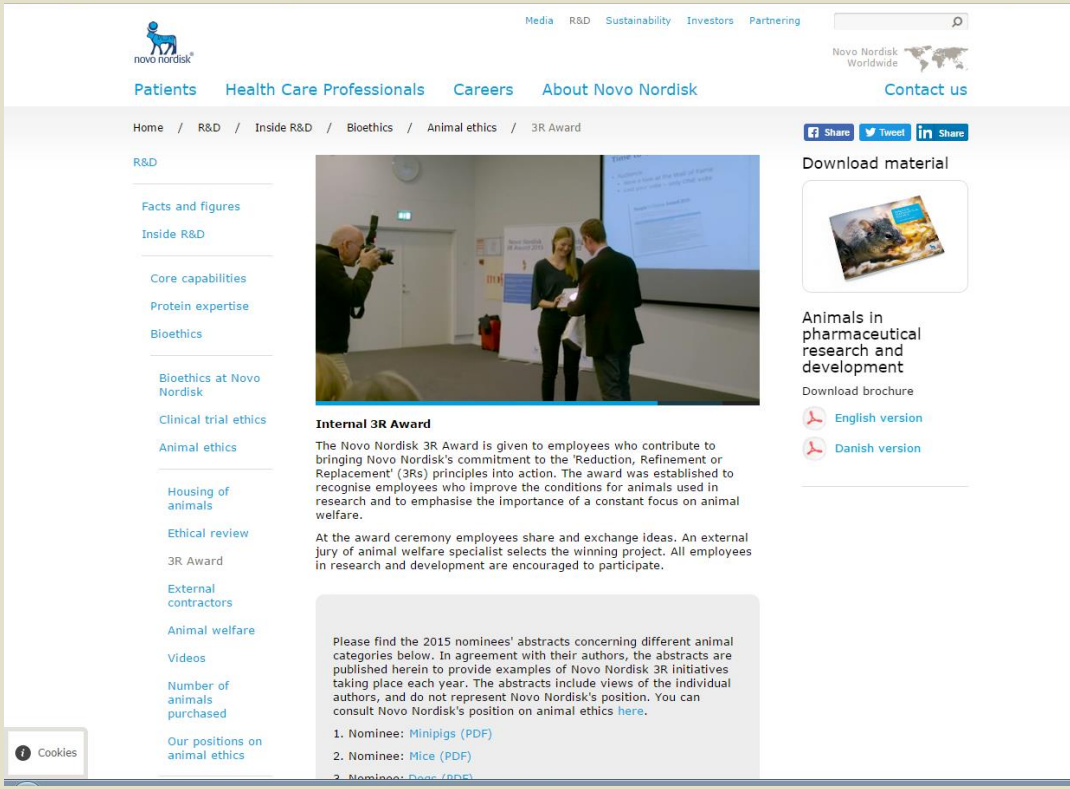
LINKS

- Animal research at EPFL
- Rehoming project - SAP
- Information about rats - PSA
- Information about rats - FSVO

https://actu.epfl.ch/news/a-second-lease-on-life-for-laboratory-rats/

Efforts and successes of personnel to promote 3Rs and advance animal welfare are recognised

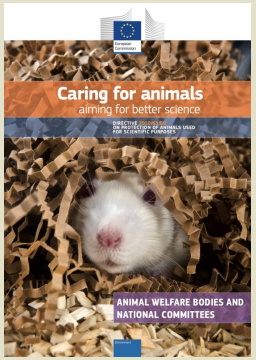
e.g. internal 3Rs prize



Ethical oversight and governance

Animal Welfare Body
(or local animal ethics committee)

- Is in an ideal position to **help drive** an institution's culture.
- Can **demonstrate effective leadership** in this area.
- Ensure **appropriate structures** are in place.
- Keep these under **review** to ensure outcomes are delivered effectively.



Animal Welfare Body
(or local animal ethics committee)

- Involves contributions from people with a **range of views and backgrounds**, inc. scientists, lay and independent members etc.
- Members regularly **go around the animal facility**.
- **Observe** animal **procedures** and speak to personnel in different roles.
- Clearly sets out **expectations**.

Animal Welfare Body
(or local animal ethics committee)

Avoids a simple ‘tick box’ approach to fulfilling obligations.

Constructively **challenges current ways of working:**

- Are they still justified?
- Can they be improved?
- Are there new and better approaches available?

Recognises that:

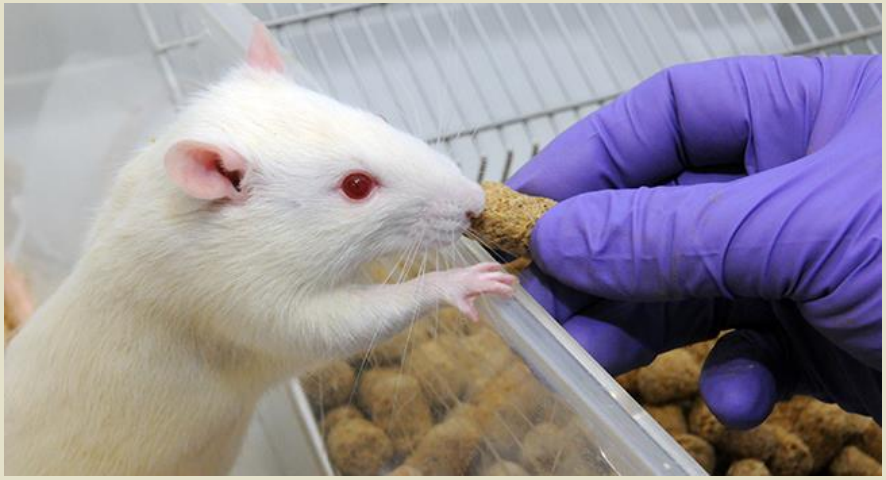
1. '**Ethics**' is *more* than just thinking about the 3Rs.

2. The **3Rs** is more than 'refinement'.

Protocol Review

- Does not assume claims of benefits and likelihood of achieving these, are always correct or realistic.
- Understands animal welfare implications of the research.
- Not accept that just because it has received funding it must be ethically acceptable.
- Prepared to turn down poorly designed or planned studies.

Institution adopts **consistent ethical principles and welfare standards** if sourcing animals, collaborating or contracting studies **externally**.



If you are a pharmaceutical company, what steps do you take to review and assure yourselves of the standards in place at **external partners** (e.g. CROs) you use?

- Share your company's expectations, values and minimum standards
- Audits/visits – esp. where high severity, particular species, or a new relationship is involved…

Photo credit: Understanding Animal Research

If you are a CRO, do you have a process for critically reviewing the **harm-benefit** of **individual products** or **test substances**?

If you are a university, what **oversight** do you have of **international collaborations** of your staff, involving animals, tissues or data generated from animal use?

If you have personnel working in the **wild** (including overseas), how do you satisfy yourself that animal welfare will be safeguarded, and wider environmental disturbance avoided or minimised?

Wider issues #1

How does your institution respond to developments that affect the 'bigger picture'?

e.g. reports and discussions in the scientific press around research standards, or which raise ethical issues?

*"One-third to one-half of animal experiments are **never published**, and of those that are, many are **too poorly conducted to be reliable**."*

nature
International journal of science

RSPCA

https://www.nature.com/articles/d41586-019-02676-4

Does your institution provide access to specialist expertise in **experimental design** and statistics?

Do you require that the results from all research* be **published or shared - *whatever the outcome***?

Including **full details of exactly how animals were used** and the steps taken to refine animal use etc.

* Except where there are clear commercial or intellectual property rights issues etc.

Attempts are made to measure the **impact** of animal studies undertaken at the institution.

Set criteria for what represents ‘success’ and try and measure this.

Wider issues #2

How does your institution respond to developments that affect the 'bigger picture'?

e.g. **exposés of poor practices** in other institutions?

How well do you do critical 'self-reflection'?

"It couldn't happen here…"

"We operate to the highest standards…"

"We have the strongest regulation…"

"This is a good prompt for us to review, and potentially improve, our own practices…"

Openness and transparency

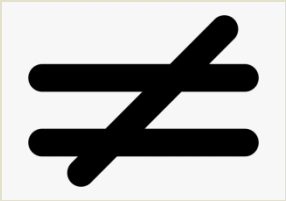
Culture of care is now used
to indicate a **commitment** to:

- improving **animal welfare**
- improving **scientific quality**
- taking **care of** staff
- **transparency** towards stakeholders (e.g. the public)

"A lack of openness and limited availability of balanced information has contributed to mistrust"

Balanced information means…

- being clear about the purposes of animal use
- being realistic about the potential benefits
- being honest about limitations of animal research
- accurately portraying standards of regulation, science and animal welfare
- acknowledging the ethical dilemmas involved
- being open about what animals experience, including the nature and level of any suffering

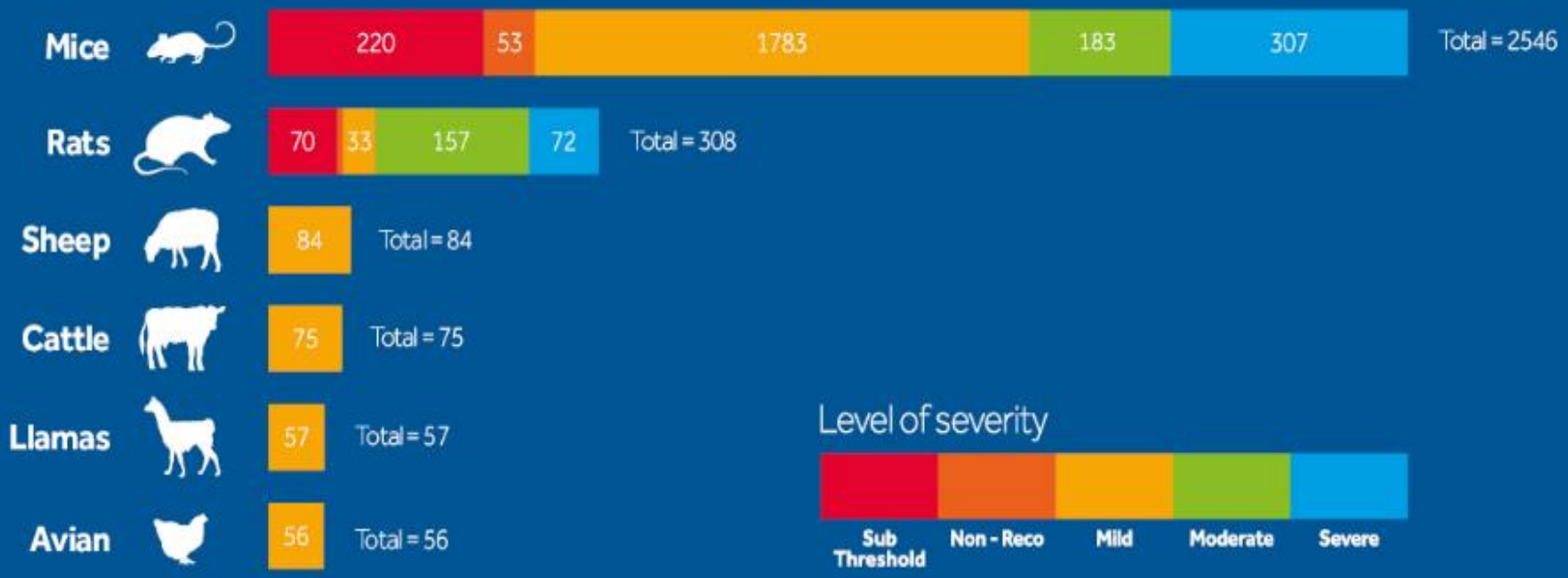
‘Information’  **‘Openness’**

Don’t just think about **what** information you provide to the public… but just as importantly, **how** you are providing it.

Is it meaningful?!

ANIMAL RESEARCH PROCEDURES 2018

University of Reading



FOR MORE INFORMATION ON ANIMAL RESEARCH AT UNIVERSITY OF READING, VISIT: **READING.AC.UK/RESEARCH/ANIMAL-RESEARCH**

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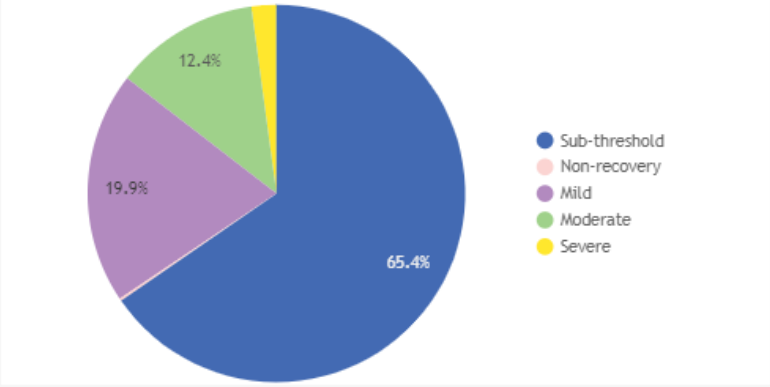
www.reading.ac.uk/research/research-environment/animal-research.aspx

Severity

The chart below shows how many procedures of each 'severity' level were conducted at the Crick in 2018. Severity is a measure of the impact of the procedure on the animal's health and wellbeing and is divided into five categories.



THE FRANCIS CRICK INSTITUTE

Severity levels

Sub-threshold: the procedure has a negligible impact on the animal's wellbeing. For example, the birth of a healthy genetically modified mouse.

Non-recovery: the procedure is done under general anaesthesia and the animal is humanely killed without regaining consciousness.

Mild: the procedure only causes minor, short-term pain or distress with no lasting impact. For example, a healthy mouse undergoes blood testing.

Moderate: the procedure may cause pain, distress or discomfort and a noticeable disturbance to the animal's natural state, but they are able to move, eat and drink relatively normally. For example, a mouse is given cancer, develops tumours, then undergoes imaging and treatment similar to a human patient.

Severe: the procedure has a major impact on the animals' health and wellbeing so that they don't live or behave normally. They may experience a significant level of pain, distress or discomfort. For example, a ferret is infected with flu and experiences serious symptoms including fever, lethargy and weight loss.

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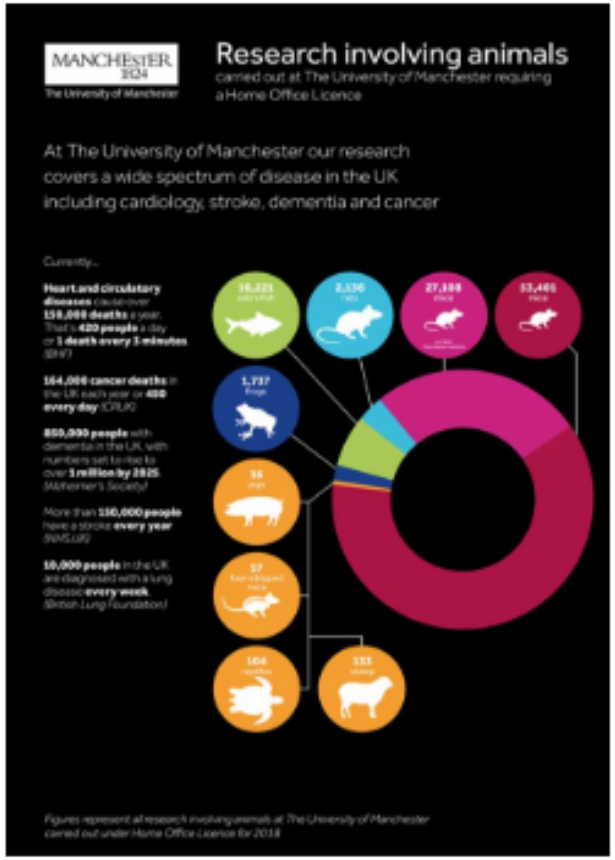
www.crick.ac.uk/research/platforms-and-facilities/biological-research-facility/animal-research/numbers-types-of-animals-used-in-research

We publish here all non-technical summaries of current licenses granted to University of Manchester researchers granted under the Animals (Scientific Procedures) Act 1986.

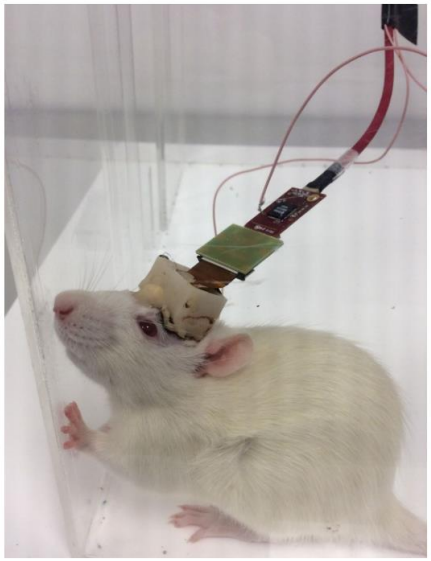
2018

- Dysregulation of Skin Homeostasis (PDF, 110KB)
- Identifying New Therapies to Prevent Internal Scarring (PDF, 231KB)
- New Therapeutic Approaches for Inflammatory Joint Disorders (PDF, 128KB)
- Regulation of Glomerular Barrier Function in Health & Disease (PDF, 222KB)
- The Role & Regulation of Reactive Oxygen Species in Development & Regeneration (PDF, 245KB)
- Understanding the Role of Inflammation in Dementia (PDF, 186KB)
- Zebrafish Models of Haemorrhagic Stroke (PDF, 104KB)
- Designing Therapeutic & Diagnostic Nanotechnologies for Medicine (PDF, 2.2MB)
- Determining Important Regulatory Pathways that Control Immune Responses to Infection (PDF, 142KB)
- Drug Discovery for Parasitic Helminths (PDF, 155KB)



Click to view full size infographic

https://www.manchester.ac.uk/research/environment/governance/ethics/animals/research/



Rat wearing 3D printed head cap containing electronics.

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www.youtube.com/watch?v=cc-flRHWEao www.cam.ac.uk/stories/nervebypass
www.esi-frankfurt.de/organization/animal_research

Assessing
your culture of care

Go beyond the buzzword and try to assess your institution's performance and progress.

- It is possible to '**assess**' some of these indicators.
- Ascertain **current status** in your institution.
- Have an **action plan** for continuous improvement and monitor how well it is working.

https://www.mdpi.com/2076-2615/9/11/969

Does not need to be resource intensive. Focus on a tailored selection of indicators relevant to your organisation.

- **Internal surveys** (inc. questionnaires and discussions) which focus on personnel perspectives.
- Invite **external input**.

Indicators: include appropriate proportions of

- **subjective** - e.g. *"Animal welfare is a priority in our organisation"* Strongly agree ⟶ Strongly disagree
- **objective** - e.g. the designated veterinarian regularly visits the animal unit; animal care personnel are members of the AWB.
- **animal-centred** - including those which relate to *each* of the 3Rs

Laboratory Animals Limited

Review Article

Laboratory Animals
0(0) 1–12

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The European Federation of the Pharmaceutical Industry and Associations' Research and Animal Welfare Group: Assessing and benchmarking 'Culture of Care' in the context of using animals for scientific purpose

Sally Robinson[1], Sue Sparrow[2], Bella Williams[3], Thierry Decelle[4], Thomas Bertelsen[5], Kirsty Reid[6] and Magda Chlebus[6]

Abstract

The European Federation of Pharmaceutical Industries and Associations' Research and Animal Welfare group members reflected on the concept of a Culture of Care in relation to animal care and use and on differences in its understanding and application across European pharmaceutical companies. The term 'Culture of Care' is used across different regions and organizations but rarely with any defined indicators to support working practice.

The European Federation of Pharmaceutical Industries and Associations' Research and Animal Welfare group has developed a framework to help organizations identify gaps or potential areas for improvement in support of a positive Culture of Care.

The framework is a tool that identifies five areas of focus for a Culture of Care: company values; strategic approach at establishment level; implementation structures; staff support; and animal care and procedures. The framework is intended as an aid for continuous improvement, highlighting where indicators of good practice are present. We expect it to provide points of reflection and ideas for those looking to implement a Culture of Care in a structured way, while facilitating a professional and strategic approach. To prevent it supporting a 'tick-box' exercise, the framework must not be used as an auditing tool, but as a starting point for consideration and discussion about how care manifests within the context and constraints of individual establishments.

Keywords

research animals, Culture of Care, care ethics, pharmaceutical industry, laboratory animal welfare, animal welfare body

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animals

MDPI

Concept Paper

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

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Simple Summary: 'Culture of Care' within animal research and testing refers to a commitment to improve animal welfare, the quality of the science, staff morale, and openness with the public. An effective Culture of Care should also promote the replacement of animal experiments with humane alternatives, reductions in animal numbers and suffering, and better welfare through the refinement of procedures, housing, husbandry and care (collectively known as the 3Rs). The Culture of Care is recognized as the foundation of humane and responsible science, but the concept should be applied in a meaningful way and not simply used as a 'buzzword'. Recognizing this, some establishments have begun to define and assess their individual Culture of Care. This paper provides some examples of their approaches to surveying staff and external colleagues. It also sets out some suggestions for objective criteria for assessing the Culture of Care, and for indicators that capture progress with each of the 3Rs. The aim is to complement the growing literature on the Culture of Care and highlight some sources of information and inspiration to help establishments tailor their own assessments.

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Institution is able to **benchmark** and compare itself against others

e.g. housing and care standards; how effectively the Animal Welfare Body is operating etc.

- Visit other animal facilities
- ‘Animal tech exchanges’
- Observe AWB meetings of other organisations
- Invite external input

Challenges

- Pressure on time and resources.
- Resistance to change.
- Lack of buy-in from key individuals.
- Communication – channels and quality.
- Organisations operating across multiple sites.
- Collaboration with partners in different countries - different standards, regulations etc.

Summary

- A good culture of care will contribute positive outcomes for **animals**, **people** and **science**.

- Culture of care should be **embedded in all activities and discussions** - not treated as a ‘standalone’ activity.

More information

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- Robinson and Kerton (2021). ***What does a Culture of Care look like? Lessons learnt from a workshop survey.*** Lab Animal 50, 269-271. www.nature.com/articles/s41684-021-00852-6

All institutions should think about…

- What **actions** has your establishment taken to put the ‘culture of care’ principles into practice?
- **“How can we do things better?”**
- **“What more could be done?”**
- What **difficulties** have you faced in creating a culture of care - how do you deal with them?
- How could you **assess** and **evaluate** your own culture of care?