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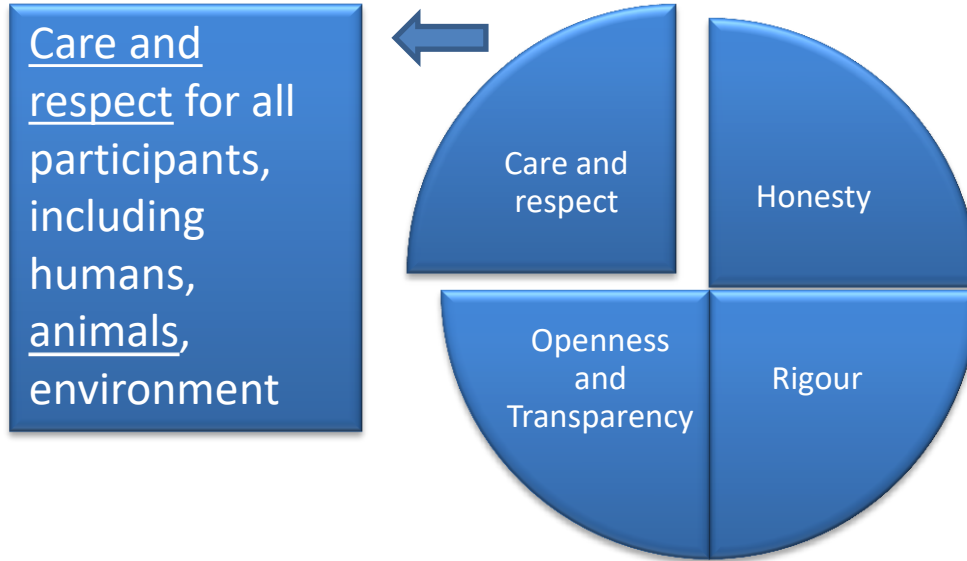
Research Integrity: Culture of Care

Animals in Science Regulation Unit

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November 2016

Research Integrity



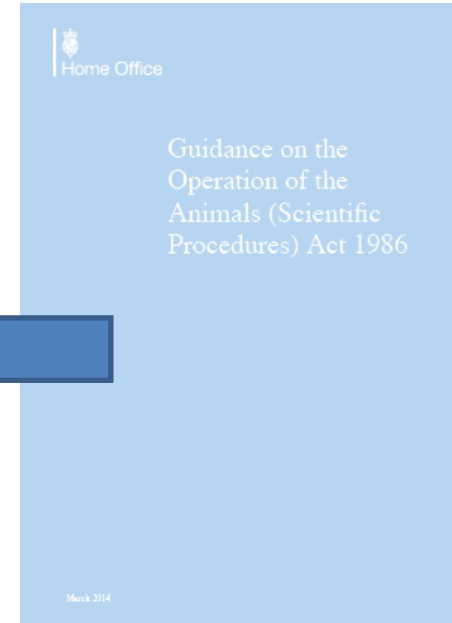
Care and respect for all participants, including humans, animals, environment

- A culture of care:
 - Drives better welfare
 - Contributes to better science
 - May support public confidence
 - May maximise societal benefit and reduce harms



Culture of Care

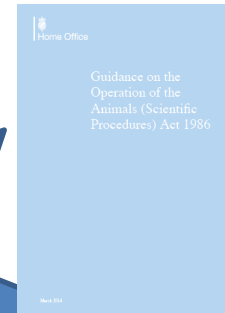
- Not mentioned in ASPA
- Is mentioned in Guidance



HO Guidance: Establishment licence holder

- Section 3.13

You will need to be proactive and provide effective leadership. You will need good management and communication skills and the commitment to nurture a 'culture of care' in your establishment"

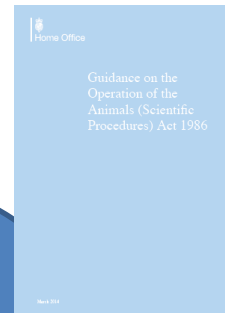


HO Guidance: NACWO

- Section 8.8

NACWOs should have appropriate personal authority to promote high standards and will need good communication and diplomacy skills to champion a culture of care amongst both scientific and husbandry staff”

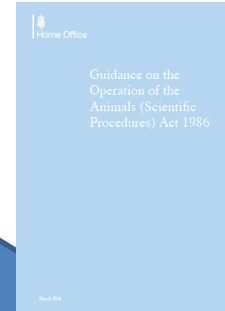
“Champion a culture of care at your establishment acting as a role model for all those who care for, and use, animals”



HO Guidance: Local Module

- Section 9.11

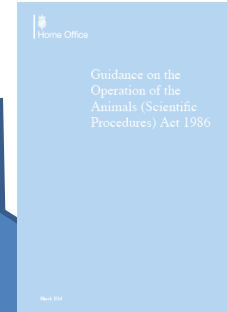
“Information on the functions and processes of the local AWERB and how the local culture of care is promoted should be included. This will allow people fulfilling key roles to understand their own role within the local structure and how they personally contribute and work with others”



HO Guidance: AWERBs

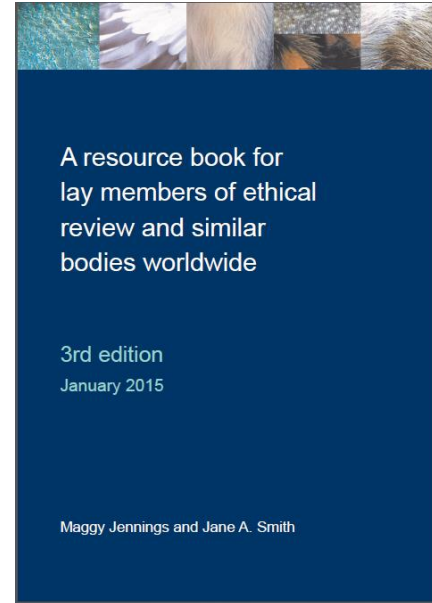
- Section 10.5

“AWERBs should.... help to promote a ‘culture of care’ within the establishment and, as appropriate, in the wider community”



What is a Culture of Care?

- Every scientific institution which uses animals should have 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”
- This is in everyone’s interests, as it will promote improved animal (and staff) welfare, and enhance scientific outcomes

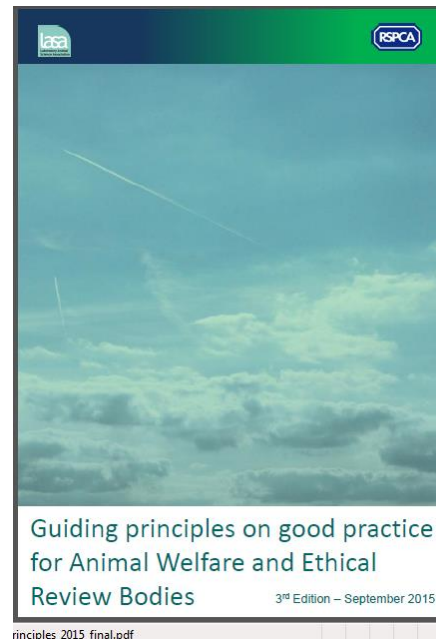


RSPCA



What is a Culture of Care?

- A corporate expectation of **high standards** in legal, ethical, animal welfare and scientific aspects of the use of animals that extend **above and beyond the legal minimum**, and which are endorsed and implemented **at all levels** throughout the establishment.



What is a Culture of Care?

- An effective operational structure with **clear roles, responsibilities and tasks** in which animal technologists and care staff, named persons, trainers and assessors are listened to and their work supported through the establishment



Culture of care is built by everyone, at all organizational levels

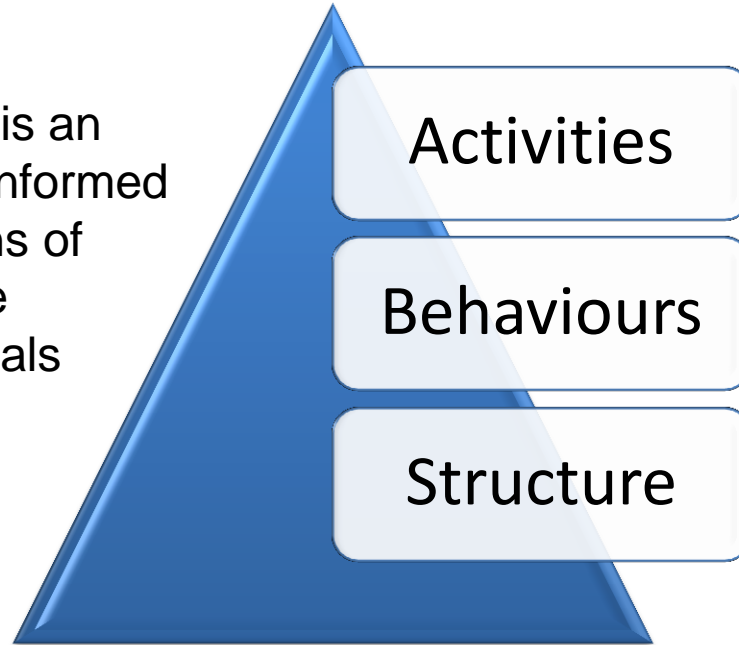


- Leaders drive the desired culture
- Staff are empowered, listened to, supported, contribute



Building a Culture of Care

A good culture of care is an environment which is informed by societal expectations of respectful and humane attitudes towards animals used in research.



Culture of care: Structures / Inputs

Training and
assessment

Corporate
expectation of high
standards

Clear roles and
responsibilities
e.g. 3Rs champions

Effective ethical
review

Communication,
information

Sufficient resource



Culture of care: Behaviours / processes

Visible leadership

Demonstrable
respect for animals

Shared
values/standards

Proactive approach to
improving animal
care

Responsibility and
accountability

Willingness to
challenge status quo

Openness and
honesty

Review and
improvement

Staff attitudes:
empathy, compliance



Culture of care: Activities/outcomes

Integrated lab meetings

Rotate PPLhs and PILhs to AWERB

CoC in training and induction

Good HO Inspectorate relationship

3Rs newsletters

Collaborative publications

3Rs awards

Open Days

Public engagement



People: Barriers to a good culture of care

- Attitudes
 - Lack of self reflection, disinterest in further learning or training
- Behaviours
 - Poor communication, lack of respect or care for animals
- Beliefs
 - No point in speaking up or having good ideas
- People
 - Lack of teamwork
- Resistance to change and improvement



People: overcoming barriers

- Selection and recruitment
- Nurturing (induction, training, refresher, events, opportunities to engage)
- Reward and recognition
- Role of champions and leaders to role model desired behaviours
- NOT a quick fix –will take time



Cultural change is difficult



- How do you sustain cultural change?
 - Redesign staff roles
 - Use rewards system to drive good behaviour
 - Leaders and managers act consistently to drive desired culture
 - Encourage “voluntary acts of initiative”
 - Measure progress (determine markers of good culture)



Role of Inspectorate advice

December 2015

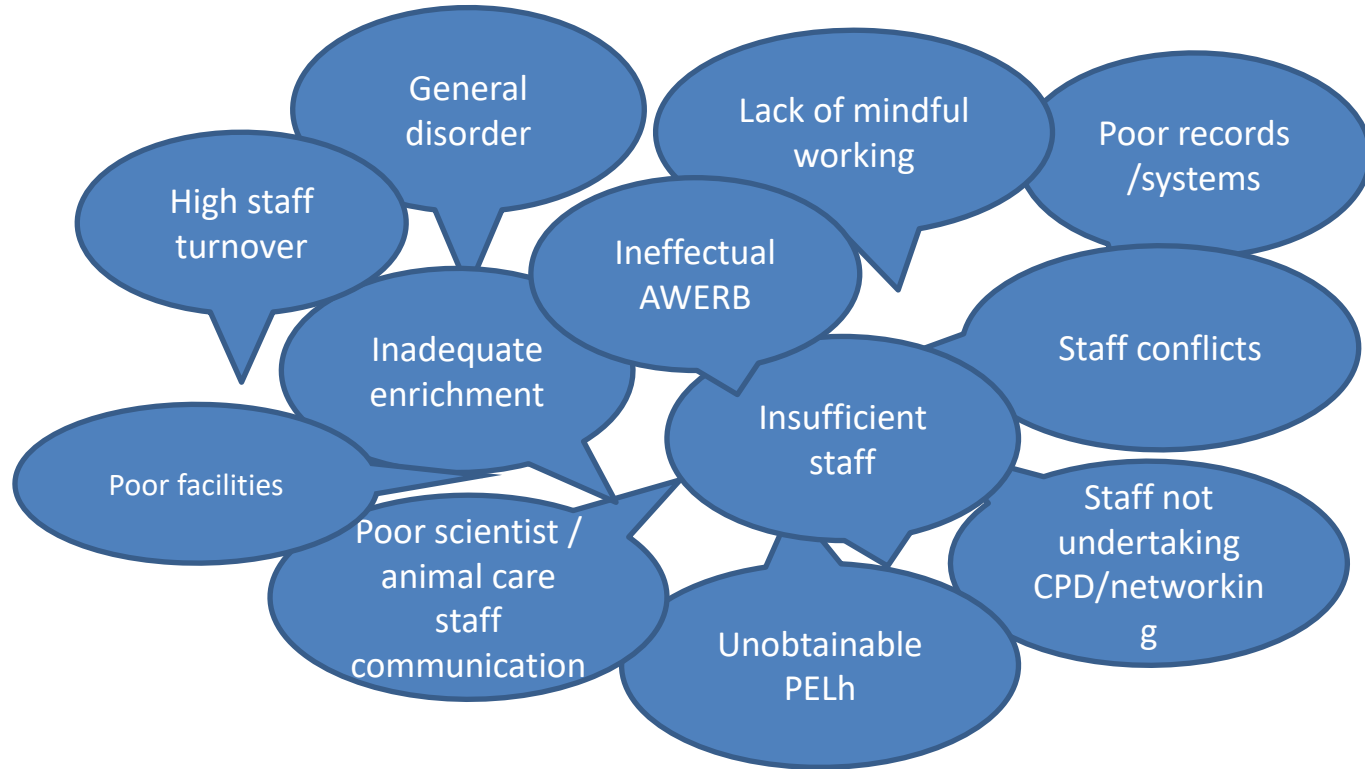
Identification and management of
patterns of low-level concerns at
licensed establishments

Animals in Science Regulation Unit

“One of the non-statutory roles of an inspector is to provide case-by-case advice to licensees on how non-compliance can be avoided and to promote a good culture of care at all establishments”



Bad culture of care



Good culture of care



Feedback from Inspectorate

- During inspection visits
- Telephone and email follow-ups
- To:
 - Relevant role holders
- Pattern of low level concerns may require action plan by PELh



Feedback from Inspectorate: Annual risk meetings with PELh

Number of PPLs	
Number of PILs	
Species	
Severity	
Compliance history	Recent non-compliances
	Recent compliance advice
PELh effectiveness/visibility	
AWERB effectiveness	
NVS effectiveness/involvement	
NACWO effectiveness	
Facilities	
Working relationships	
Training plans and records	
Supervision and competency checking	
Environmental enrichment	
Standard of asepsis during surgery	
Efficiency of breeding	
Public interest	
Culture of Care	
Current risk rating	

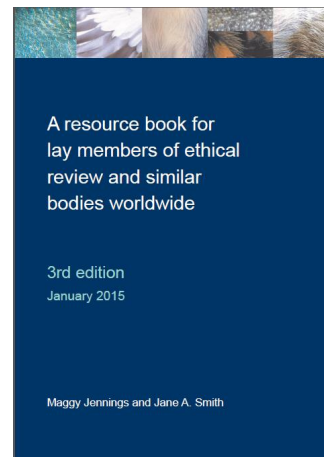
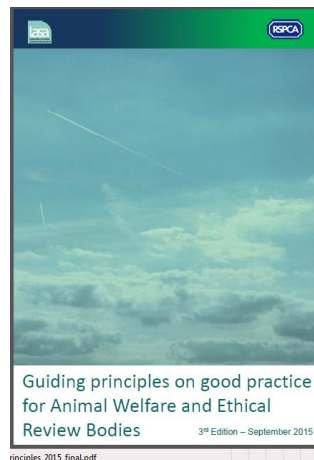
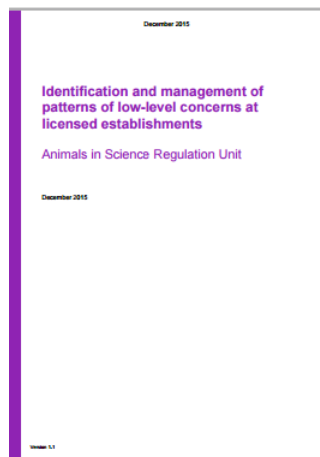
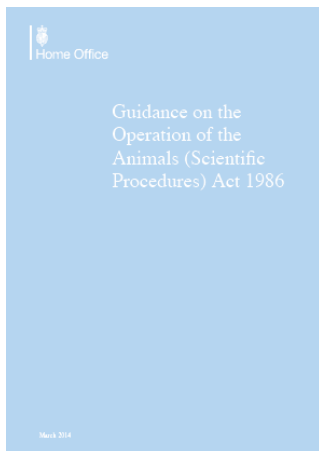


Culture of Care: summary

- Created at all levels of the organization
- Helps to deliver scientific benefit to society, whilst minimising harms and improving practices
- Requires the right structures, behaviours and activities
- ASRU Inspectorate will give you feedback about your culture of care



Further reading



National Competent Authorities for the Implementation of Directive 2010/63/EU on the protection of animals used for scientific purposes

A working document on Animal Welfare Bodies and National Committees to fulfil the requirements under the Directive

Brussels, 9-10 October 2014

The Commission established an Expert Working Group (EWG) to prepare guidance on Animal Welfare Bodies and National Committees to fulfil the requirements under Articles 26, 27 and 49 of Directive 2010/63/EU on the protection of animals used for scientific purposes. All Member States and main stakeholder organisations were invited to nominate experts to participate in the work. The EWG met on 11-12 June 2014.

The objectives of the EWG were to develop guidance and principles of good practice with respect to the requirements of the Directive for Animal Welfare Bodies and National Committees to facilitate the implementation of the Directive.

This document is the result of the work of the EWG meetings, discussions with the Member States as well as legal input from the Commission. It was endorsed by the National Competent Authorities for the implementation of Directive 2010/63/EU at their meeting of 9-10 October 2014.

Disclaimer:

The following is intended as guidance to assist the Member States and others affected by Directive 2010/63/EU on the protection of animals used for scientific purposes to arrive at a common understanding of the provisions contained in the Directive and to facilitate its implementation. All comments should be considered within the context of this Directive 2010/63/EU. It provides some suggestions on how the requirements of the Directive may be met. The content of the document does not impose additional obligations beyond those laid out in the Directive.

Only the Court of Justice of the European Union is entitled to interpret EU law with legally binding authority.



The 3Rs

Our science

3Rs resources

Home > News & Blog > Creating a culture of care

Creating a culture of care



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Final thoughts

What does culture of care mean to your organization?

How can you be a part of it?

