



UNIVERSITY of MARYLAND
BALTIMORE

Instituting Improvement and Quality Assurance in an Animal Care and Use Program in Transition

Health Care Compliance Association
Research Compliance Conference
Anaheim, CA 2022

Office of Accountability and Compliance

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Objectives

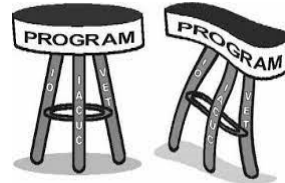
- Identifying program concerns through subject matter expert collaboration and coordination
- Standardizing practices and promoting education and training to create consistency
- Crafting a quality assurance program to embed improvements into the culture



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Program Components

- Institutional Official
- Attending Veterinarian
- Institutional Animal Care and Use Committee



A

B

Researchgate.net



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Regulations

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Regulations

- Public Health Service (PHS) Policy on Humane Care and Use of Laboratory Animals (Policy)
 - Guide for the Care and Use of Laboratory Animals (*The Guide*)
- The US Government Principles for the Utilization and Care of Vertebrate Animals Used in Testing, Research and Training (Principles)
- The US Animal Welfare Act
- Animal Welfare Act Regulations (AWRs)

What could possibly go wrong?

- Leadership
- Program Support
- Communication
- Oversight

Identification of program concerns

- Investigation
- Audit
- Program Evaluations
- Review of current quality improvement initiatives



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Subject Matter Experts

- Internal
 - IACUC Members
 - Office of Animal Welfare
 - Advisory Committee
 - Researchers
 - Veterinarians
 - Husbandry staff
 - Facility Managers
- External
 - Charles River
 - Attending Veterinarian
 - IACUC Administrator
 - Regulatory agencies



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Areas of Needed Improvement Identified

- Culture
- Communication
- Policies and procedures
- Education and training
- Technology
- Human resources
- Auditing and monitoring



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Communication

- Animal Care and Use Program Advisory Committee
- IO/AV/OAWA/Chair
- Veterinary Resources Staff
- All Faculty/ Staff
- Business Operations



Communication

- Distribution of standard operating procedures
- Periodic email updates
- Distribution of ACUP Annual Report to all stakeholders
- Newsletter

Standard Operating Procedures

- PPE
- Husbandry
 - Rodent husbandry
 - Small animal husbandry
- Diagnostics
 - Rodent diagnostic sampling
 - Positive diagnostics
- Equipment Operation
 - Cage wash

Education & Training

The Guide for the Care and Use of Laboratory Animals (the Guide) provides that "all personnel involved with the care and use of animals must be adequately educated, trained, and/or qualified in basic principles of laboratory animal science to help ensure high-quality science and animal wellbeing. Institutions are responsible for providing appropriate resources to support personnel training" (National Research Council, 2011).



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Education and Training

- Trainers
 - Training veterinarian
 - Training specialist
- Bootcamp
 - Two-week intensive
- AROC -Animal Research Oversight Course
- Website
 - Current, updated information
 - Accessible resources



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Education and training

New Employees--ALL

Welcome
Intro to Animal Research
Policy Training
AUP and IACUC Functions
AALAS certifications
Safety in Theory
Safety in Practice
Animal Feed Procedures
Cage card Guide
Receiving and Transferring Animals

Rodent Caretaker

Cage changing
Normal Mouse & clinical conditions
Reporting sick & dead animals
Rodent room documentation
Sentinel program
Breeding & colony management
Weaning and cage population
Rodent euthanasia



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Technology Infrastructure

- Electronic animal care and use protocol submission process
- Business operations platform
- Create solutions related to use of smart phones
- Differing levels of expertise



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Goals of auditing and monitoring

- Establish internal controls
- Ongoing review of the program
 - Consistency
 - Process
 - Recordkeeping

Goals of auditing and monitoring

- Achievements
- Information feedback to key stakeholders
 - Necessary to identify improvements
 - Target areas of concern
 - Create education and training that promotes success



Retrieved from : <https://www.complianceweek.com/internal-investigations>

Quality Assurance Program Development

- Risk assessment
 - Review data collected
- Program reimaged
- Feedback
- Quality Improvement



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Quality Assurance Program Development

- Federal oversight agencies
 - USDA
 - VA
- AAALAC
 - Re-accreditation site visit
- Charles River Laboratories
 - Rounds
- UMB Office of Accountability & Compliance
 - Facility inspections
 - Animal observations
 - Records review

Quality Assurance Program Development

- IACUC
 - Semi-annual inspections
- Office of Animal Welfare Assurance
 - Post-approval monitoring program
- Veterinary Resources
 - Weekly veterinarian rounds
 - Facility supervisors and managers conducting rounds
 - Veterinary Resources caretakers observe animals daily

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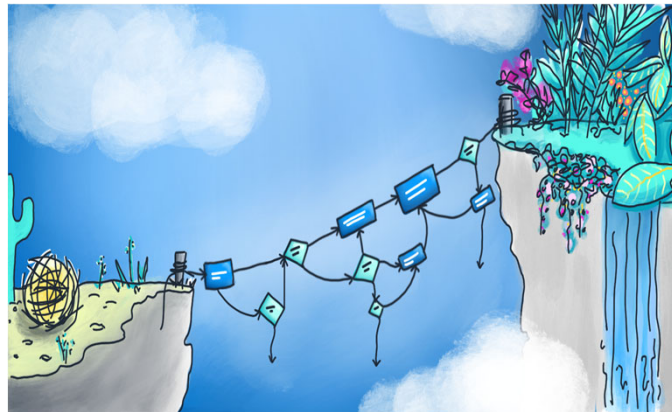
“Culture of caring” or “Culture of care”

- Strong institutional commitment
- Staff empowerment
- Cultivation of a positive culture of open communication
- Well-designed and supported training and education program
- Empowerment of animal welfare oversight committees
- Support for initiatives that enhance environmental enrichment
- Involvement in professional organizations

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Extent of Change?

- Transition
- Incremental Change
- Transformational Change



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Lessons Learned

- Tone From the Top



Lessons Learned

- Communicate
- Communicate
- Communicate



Lessons Learned



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Lessons Learned

- Accountability



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Lessons Learned



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Lessons Learned



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Contact Information



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