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### **ICARE Dialogues: Managing Teams Across Multiple Locations**

**Presenters:** Interagency Collaborative Animal Research Education (ICARE) Project faculty members: Ivonne Chand O'Neal, Lynn Anderson, Jennifer Klahn, William Singleton and Susan Silk with guest presenter Lynette Overby.

A record of this meeting will be posted on the OLAW website (<https://olaw.nih.gov/home.htm>) on the ICARE Project webpage (<https://olaw.nih.gov/education/icare-interagency>).

Singleton: Thank you, Ivonne, for setting this up for me. It's perfect, because I love talking about teams, and thank you all for showing up. For those of you who have been on the previous hour, I hope you can continue to share in your contributions to our discussion, and as has been stated, we're not really trying to give a lot of answers, but we're trying to open up dialogue and understand how people are moving through some of the challenges that we're facing currently in our time right now. For this session, we're going to talk about teams and how we look at our teams a little bit differently now since most people are virtual, whether it's teams that are not being managed by their manager directly, or because people are all working from home, so we want to talk about how that's been working and how that change is impacting the quality of work that's being done, and how groups are working around some of the challenges that we see when we are working with teams remotely.

I have a great crew of people that are working alongside of me, Jennifer and Lynn, who will also be contributing. I hope at some point Ivonne will come on and also contribute to our conversation [Ivonne was experiencing technical difficulties with her internet and hot spot connections]. Jennifer and Lynn, could you just tell a little bit about who you are, what you do, and why you're so amazing, that would be awesome.

I'll tell you briefly, I'm a lab animal vet, I've been working with ICARE since its inception, it's continued to provide opportunity for me to learn and to grow. And I'm super excited about these conversations because it helps us start talking about teams. When I think about the regulatory environment that we live in, I'm constantly thinking about how if our team is better, and how if we as individuals deal with each other differently, how that might influence - impact our regulatory application. So for us talking about teams now is pretty exciting, because it's

probably the heart and soul of our organization. How we see each other, and how we see ourselves as a team moving forward to accomplish some common good. So as we start this conversation, I want you to think about your team and what kind of situation do you have right now.

- Are you working from home?
- Are you working in the animal facility?
- Are you working in your office at home or are you working in the office at your institution, wherever that might be?
- How has that impacted your team?
- Are you working better together?
- Are there some things that you didn't expect to happen with your team that are happening now because of social distancing, because of concerns about COVID-19?

Of the people here, how many people are working from home as part of a team, or are you working on site as part of a team? You could reply in the chat box.

Silk: Overwhelmingly, your response is working from home, and we have some hybrid people. The veterinarians of course have to be on site sometimes.

Singleton: Yeah, which is fantastic, I think that really helps to make this conversation really rich, because for those of you who are working from home, many of you know that some of your staff or technicians are working exclusively in the workplace, and so how do you work through those challenges of not being right by the people who are doing some of the critical work if they're managing the animal program or working on day-to-day stuff in the animal program?

Chand O'Neal: Sorry. Hi, everyone. Thank you, William. You're the best. Appreciate it. First of all, I wanted to thank you all for being here, and for being patient as we're dealing with a few technical difficulties here. I do have an unstable connection, so if this happens again, William, it's all you. [Laughter]

William did touch on what we're trying to address today, and that is really what it's like to work in these remote sorts of team environments. How do we facilitate that kind of machine that we had working when we were all in one place, when we could actually see each other in the hall, when we could just have lunches together and just really be friendly and just get caught up on our how our lives are going. This is a completely different time and we're all struggling with it.

I want to really hand this back to William to talk about some of the types of teams that you all are dealing with, and the people working in terms of administrative teams, animal husbandry teams, research teams and IACUCs. Can we talk about those different types of work, and what meetings look like in those different environments, what facilitates the best communication for what type of team? So William, if you could, please talk a little bit about individual team needs and what your experience has been.

Singleton: My personal experience with my team? [Laughter] I think I can quickly share and then certainly want to bring it to the group. My team, I have 11 people on my team. We all work virtually. We always have worked virtually, so it's been more of the same for us, but - three of our people got COVID-19 and that created a lot of challenges for us, in terms of navigating through expectations. Even though we're working virtually, everyone has a particular thing we're doing, and we're trying, of course, to be there for them. That's our most important thing, our people, but that creates some challenges when the work still has to get done.

One of the things that I was thinking about like the team, the group we're talking about now, is when the shutdown happened and people were told if you're not essential, go home, and stay home until such time as it's safe to go back to work. What kind of expectations did you have for your group? Did you have expectations that this is going to be successful? Did you think there were going to be challenges?

Participant: Thanks for hosting this topic, William and Ivonne. It's an education, it's been a struggle. One of the things I would like to complement our administration on is having an open mind about what to do. There are so many different kinds of stakeholders within the employment force. You have people who have children. You have people who are single with no children and don't live with anybody else. You have people who may live in unsafe home arrangements because of who's in the home. You have those who are caring for the elderly, whether they be relatives or not. You have a disparity of technology capabilities. So one of the things that my university jumped to very quickly was putting together a team to dispatch your technology from your office to your home, and either walk you through setting it up on the phone or - if you're comfortable, putting on the PPE and have them come into your home and set you up. That happened pretty early on. But there's still some disparities, what kind of Internet access people have at home. There are people that live out pretty rural, that's their preference, and they really struggle, because even if they have the technology, it's simply not always available because of the surrounding infrastructure. So I think it's a question for all of us what the definition of successful and functioning workforce, what does that mean? And we have some tough questions about what is the employer responsible for in order to enable us to do our jobs well? I'd say the cantankerous, give everybody a \$50 stipend to cover Internet or technology, to help people through this time, there's a financial crisis unfolding as well.

Silk: Yes. Thank you, participant. William, we have some comments from another participant. She said we've lost multiple employees so there are limited administrative resources for the institution as a whole. By the word "lost," I mean they have found other jobs. Well, thank goodness, it was that kind of loss, but it has stretched the workload for everyone. But IT has updated its service so that it's been really good for the remote workers.

Singleton: Yeah, I think because, this is so uncertain for a lot of people, and very new, like talking about expectations – and talking about resources that will be necessary to meet those expectations - are really important when you're thinking about what we're going to actually be

able to accomplish. I think about animal care technicians, typically when they do weekend or holiday work, there's a finite period of time when that happens, but long-term, three, four, five, six, seven months, expectations change. And so it's important to kind of think of bigger ramifications. If we have time, we'll talk about resources, and what resources do you need to do the job appropriately.

One of the challenges is of how do you stay in connection with those people who you're not connected with, whether they are working at home or from a different location, or you are working at home and you have a staff of people that are working in the animal facility?

And as was stated earlier, there is - there is a human need for us to connect, to be connected with each other, and when that doesn't happen, how do we find ways in which to make it happen?

Not everybody can jump on a Zoom call. Not everyone can stop their day to day to do a certain thing. So I'm curious as to what groups have been doing to stay connected, to stay up to date on communications, whether it's just to connect or to share important or changing information.

Silk: Well, a participant says to you, "William, it's a mixed bag. Our AV is contract, so we are familiar with distance direction and guidance. I and three other LVTs and one research aid run our program. Two of us work from home administratively, and the other three worked until our hospital required layoffs. I had to lay off three people May 1 and they are all returned in some capacity since last week. We are currently only allowed to have 32% of our department staffed on site. We start using Microsoft Teams to chat, chat for fun and share documents and video chat." And another participant says, "it's been frustrating that our institution has not really done much to support this work-from-home environment other than adding more applications on our personal computers that protect their servers, lots of hoops to jump through just to get our necessary files."

Another participant says, "admittedly, we were rudderless at first, all our teams worked intimately and at a moment's notice when on site. Now with work from home, we're establishing new expectations and frameworks for our duties. Rather than nail down on the granular day-to-day workflow, we developed umbrella goals and worked backwards. Then organically we can each slot into where we can contribute best. Teams develop from there, and we communicate via text, e-mail, et cetera, as needed, then we have weekly check-ins across teams to catch everyone up on our overall direction. There are more but I don't think you can assimilate more at once."

Singleton: Yeah, they're all really good. It's just like whether you are a little frustrated because the lack of response wasn't there, but we also see okay, when the response isn't there, what are we going to do? Because many of us know in spite of what the administration does and what resources they provide us, we still have to get the work done. I like, participant, what your group did in terms of - here is what we have, this is what we're going to do to stay connected to make sure that the work is still getting done. It's brilliant. It's great to see how people are

figuring out how to work in this environment. I think I saw a comment where more people were getting laptops or resources provided to them to stay connected and update each other as to the work that's getting done.

So I think the big picture around this is - is the work getting done? Like it's not just people working remotely, but they're actually working for a particular purpose and getting it done. I would say as I move on and pass this on to Jen, that's the big thing - are people getting this work done? Are you creating a mechanism to make sure that work is getting done, whether it's paperwork processing or making sure animal cages are getting changed? Do you have some way of making sure people stay accountable to the work that's being done? I'm sure we can talk more about that.

Participant: I think one thing is - for a lot of people, meetings have become more frequent, monthly meetings went to weekly meetings. I know some groups even do daily meetings. Also, there's been a bit of meeting compression, and I've seen this being discussed in the literature. When you're in online meetings, you're going from meeting to meeting to meeting, that can get quite fatiguing, people have to put in their own breaks. I've moved to 30-minute meetings. I find that much more efficient and you tend to focus on the tasks. Somebody pointed out, William, you mentioned, people - we're social creatures, so we have that component to our nature. I do have some staff that live at home with nobody else, and when you can't do much work, the online interactions become their social relationships. So we've done a big focus on employee engagement, during one of our online meetings, we had an employee recognition event. I had an employee with five years of service, and another with 20 years of service. We're planning out multiple engagement events. Something to look forward to, something different. And also we get to know each other even online.

It's good. People - my people can still go into the office when they need. I've established maximum occupancy. And they have to follow all the guidelines. We just have a calendar. So people are now able to have a little bit more control over whether they want to work from home or in the office, and so there's a bit of empowerment there that I think is helpful.

Singleton: Yes. Cool. Thank you for sharing that. That is really awesome. I love the virtual format, because you get to sit in people's offices, you get to sit in people's living rooms, we're hanging out in a participant's living room right now. We're connecting. I'm not sure who is back behind you, in the kitchen, but she's cooking up a storm. These things allow us to be a little bit more connected than we have in the past, because work has been work, and home has been home, now those things are starting to meld and blend together in a way that I think can be beneficial to creating more cohesiveness with our teams.

Silk: One participant says she's setting up time where they eat lunch together via WebEx, no work talk allowed. [Laughter]

Singleton: Good luck with that.

Silk: A participant says we're getting to know each other's pets.

Klahn: So there was a comment way back in the chat when you first asked about where people were working. The participant said, "my productivity and team engagement just grew tremendously working from home," and that really struck me, because I feel like personally, it has for me as well. In good ways, but also in bad ways. Like how eight hours can be so very, very long. The amount of work that we're packing into individual days, and, in many cases, I sit down in the morning and don't get up again until 1:00. I'm forcing myself to protect my 12 to 1 lunch hour every day, because I know how easy it is to just schedule meeting after meeting after meeting. If you don't end your meeting five minutes early, then you're late to your next one, because everything is going over. So there's definitely a lot to consider.

You know, working remotely was not something that was encouraged by our administration, our research administration wanted people on site so they could engage with each other in person. March 13, everybody, okay, pack up yourself, you're going home. If you need a laptop, you can get one from IT, otherwise we probably won't see you again until June. At this point it's 2021, that we're not going back until that point. As an introvert who has a long commute on the 405 Freeway [Los Angeles] every day, that sounded like a dream to me. But there are people on my team who very much need to get out of the house, who need to engage with people, who really struggled during this time. Like a participant was talking about doing some fun things and recognizing people, we have a weekly team check in every Monday, and then every day, everybody goes on Zoom chat, and just says hi when they get there in the morning, or bye when they leave in the evening. They share stories on a break room channel throughout the day. We did a Friday meeting, initially every week. At that Friday meeting, it was something fun, we would play a game. One Friday we scheduled it a couple of hours before we would normally break, and we watched Cats, and if anyone has seen the new Cats, it's really awful. [Laughter] It's so awful that it bonds people. It was an amazing experience. And that was wonderful because since we've gone remote, we've recruited two new team members, one of whom has never met anybody in person, the other who had her interviews before we went remote, so that has been a challenge as well.

We're trying all of these things, some of it is working, and we're continuing it, and some of it is not. And so I was kind of curious what people are doing. Like how are you keeping tabs on your teams to make sure that they're getting the emotional support that they need? It's also important that we identify when certain resources are not available. But people who need that interaction, who are really struggling, what are you doing in those cases? I'm curious to know. A participant says, "I got tasked with IBC. And literally I cannot look up and take a breath all day to get everything done. This has been going on since March 14th. Limited contact with boss. No one to really express job stress."

Oh, gosh. That's really hard. Wonderful chair, but just there's no end in sight to relieve the workload stress. That's really hard. You know, when our home is our office, and our office is our home, it's like you can't get away, and even when you have a day off, you kind of feel like, well, there's nothing else to do, maybe I'll just get caught up. But that's so unhealthy. I had to force

myself to schedule some time off. I'm taking tomorrow off. I know there's a hundred things I could be doing, but you have to do it for your own sanity.

Oh, yeah, a participant scheduled many virtual happy hours. I like that idea, those are fun. Has anyone tried playing games with their team online? Ivonne, you have?

Chand O'Neal: Yes, we played Taboo online.

Silk: A participant played Mad Libs online. Another played Jeopardy.

Klahn: You know, I've got to admit when these meetings to do something fun and not work related are on my calendar, I'm like, oh, man, I don't know, I don't know if I have the time to do that, I've got so many other things. But as soon as I get on that call and we start playing and I can just set that aside for the next 30 minutes, I feel so much better. We laugh, we talk about nonwork stuff, and it helps you decompress and that is really important.

Chand O'Neal: I wanted to underscore the importance of laughter as a team. It really does relieve the stress and it's so good for you to laugh, maybe there's a way to somehow incorporate that into your meeting. I know that in a meeting I attended recently, the person that was responsible for it actually said, "okay, I need for you to tell me a show you ever been watching or a movie that you've watched recently, the name of a main character that you would like to have dinner with and why." That just lightened the load. We had a lot to accomplish that day, but the activity certainly set the tone for a very productive meeting. It really did.

Klahn: That's great. I want to add one more thing. There are so many things we could talk about, but I really would like to hear from the others as well as Lynn. One thing that we established, was a research administration policy that not all of the units implemented. I took very seriously is from day one, whenever we had meetings, everybody had video on, and honestly, the first week that we were home, I was in pajamas, and no makeup, and some days I didn't shower until the end of the day, I was rough.[Laughter] So video was a great way to remind myself that I need a schedule. But also, I could see my team, and I could read their expressions a little bit. I could see them smile or respond to what I was saying, and I felt more connected to them. So I felt like that was a really valuable thing that was kind of a directive, but which has worked out well for us.

Oh, and a participant is saying that Pictionary is fun too.

For those of you who don't have access to this virtual format, I think it's important for you to figure out a way to do this connection. It's a luxury or privilege that we have that, we can do this. Those guys that are in the animal facility, running cage wash, they might need to see your face, have a joke or laugh as well.

Klahn: Actually, I think that is a great segue to introducing Lynn and letting her talk about her experiences.

Anderson: First of all, I'm a laboratory animal veterinarian, and I wanted to be part of this team because I have about 13 years of experience working with my direct reports being located remotely. In one case they were all here in the United States, in different time zones. But then I moved to a different position, and I had people working everywhere from China to Germany to France and England and again throughout the United States.

I love this discussion, especially about the importance of having some kind of social outlet. I found that it was very lonely to sit in a room all day long. At first, we couldn't use any kind of visual discussion because of security concerns. The company would not allow people to have cameras on their laptops, so when we finally got that ability, it made all the difference in the world. I just want to reinforce what others have said about the importance of being able to look people in the eye and have some sense of body language, and so forth. I always used to worry that I was talking, everybody was also checking their e-mail and doing whatever else while I was trying to have a meeting.

Also, I just want to say that it's important to not only have team meetings, but to also talk to your folks one on one. Because it's a different dynamic when you do that, and I think that they need that - so that's just my personal experience. Does anybody have questions?

Jarrett: Lynn, I want to emphasize the importance of the one-on-ones. When you're trying to communicate with your team via e-mail and there's a disconnect, and you're going back and forth. Maybe you get a little frustrated, so they get frustrated. oh, man, if you can just stop and say, you know what, we need to hop on a call right now, one-on-one, and see how we're responding to this. That makes so much difference.

Anderson: Right. I have my self-imposed limit. If we have more than five e-mails on a topic, it was like, nope, we've got to have a talk, we can't keep going back and forth. I think a lot of things are misunderstood via e-mail, if it's just a fact, that's fine, but you have to be sensitive to the fact that things could be misinterpreted, and that's the last thing we need at this time.

Chand O'Neal: Thank you, Lynn. And one thing that Jen brought up as we were planning this meeting, at their university, they end their meetings ten minutes before the hour. That gives people the opportunity to transition to the next meeting, since they have meetings back to back. I think that is a really wonderful idea, because it gives everyone a moment to take a breath, to take care of their situation at home, whatever is going on, and be ready to face another meeting or to prepare for it, in whatever way they need to. Thank you all for your help with this.

Another thing that we were talking about are ways to keep your teams engaged. To speak to that, I've invited a guest to join us. Dr. Lynette Overby is a professor of dance, she and I worked together on the Development Committee for the College Board where we developed an AP



research course for high school students. We recently did a virtual reading to score all the papers that students turned in during the 2019-20 schoolyear. The days were long and the work was very detail-oriented. Lynette helped give us all a mental break in the middle of our work day by providing a guided meditation using our virtual platform. We all need to reset, and I just thought that if she was able to join us, it would be wonderful for you to experience this as a way of potentially offering this to your teams, as a way to reset, especially in really busy days of meetings. So let's enjoy this with Lynette. Lynette, thank you so much.

Overby: Thank you. Thank you, Ivonne. When Ivonne asked me to do this, she described the group. My husband is an associate Vice President for Research at University of Delaware, so I thought she had the wrong Overby at first, because he's the IO. But then she said, no, we're interested in ways of destressing and working with teams, so I'm happy to be here to share one strategy that has worked with a lot of different groups, all ages, and it is guided imagery. This will take about six minutes. What I need you to do is first to make sure you're sitting in a position where your back is supported, your feet are on the floor. You are going to focus in on your own breathing first, and I will need you to close your eyes. I'm going to start some music, and... let's see.

[Music Playing]

I'd like you to focus on your breathing. Every time you inhale, exhale, sometimes they say blow out like you're blowing through a straw. Focus on relaxation. The first thing I'm going to do is a relaxation activity. I want you to tighten your muscles in your feet and legs. Tight, tight, tight. Release and let go. And a deep cleansing breath. And exhale. Tighten the muscles in your hands and arms, tight, tight, tight. Tighten those muscles. And release and let go.

And another deep cleansing breath. And tighten the muscles in your face, ear, nose, tight, tight, tight. Release and let go. And deep cleansing breath. And let's tighten your whole body. Arms, legs, toes, nose, ears, everything, tight, tight, tight, release and let go.

And deep cleansing breath. And we're going to do what's called a favorite place imagery, so you need to decide on some place that you enjoy going to that you will consider a favorite place for the rest of this activity.

And again, breathing in, and this time seeing if you can send the warm energy of the breath to any part of your body that's tense or sore or tight, and releasing the tension with the exhale. And breathing it out.

So you can feel your breath going to all the tight, tense places. Loosening and warming and softening them, and then gathering of all the tension and breathing it out so that more and more you can feel safe and comfortable, relaxed and easy, watching the cleansing action of the breath, with friendly but detached awareness.

And any unwelcome thoughts that come to mind, those too, can be sent out with the breath. Release with the exhale, so that just for a moment the mind is empty, for just a split second, it is free and clear space, and you are blessed with stillness.

And any emotions that are rocking around in there, those too, can be noted, acknowledged, sent out with the breath, so that your emotional self can be still and quiet like a lake with no ripples.

And now imagine a place where you feel safe and peaceful and easy, a place either make believe or real, can be a place from your past or somewhere you've always wanted to go. It doesn't matter, just so it's a place that feels good and safe and peaceful to you.

And allow that place to become real to you, looking around you, taking the place in with your eyes, enjoying the colors, the scenery, imagine looking over to your right, and over to your left, and listening to the sounds of the place, whatever that might be, wind, water, birds, or crickets, or a whole multi-layer texture of sounds, just so your ears can be familiar with all the beautiful music that your special safe place offers to you.

And feeling whatever you're sitting against or lying upon or perhaps feeling the texture of the ground beneath your feet, whether sand or grass, or you might be in a cozy armchair or sitting on a nice warm rock in the sun. Just feel the air on your skin, crisp and dry, or balmy and wet, or perhaps you're inside feeling the warmth of a cozy fire, or outdoors with the subtlest caress of a fragrant gentle breeze. Just enjoy the feel of the place on your skin.

And smelling its rich fragrance, whether it's the soft scent of flowers or sharp salt sea air, or maybe the pungent smell of peat moss in a forest, all the richness of it with all of your senses now. Become more and more tuned to your safe and beautiful special place.

And just feel thankful and happy to be there. Let your body soak in the vibrance of the place, letting it penetrate all the way into you. So just letting the beauty of the place nourish you, taking it in with every full deep breath, all the way down into your belly, all the way down to the tips of your toes, feel the penetrating warmth and the power of the place, soaking into your skin, down through muscle and bone all the way into each and every cell. Reaching down to the peaceful stillness at your very center.

And so knowing that you can call forth this place whenever you wish, once again, feel yourself sitting in your chair, breathing in and out very rhythmically and easily and very gently and with soft eyes. Let yourself come back into the room whenever you are ready, knowing in a deep place that you are better for this, and so you are.

[Music ends]

Chand O'Neal: Thank you so much, Lynette. That was amazing. Thank you so much. Because of my technical issues, I'm sorry that we can't share as much with you and hear as much from you

at this moment as we would love to, but I did want to share one other thought with you and get your response.

That is about the idea of caring for one another in terms of our teams. I have an example. My son just started school today, and part of his school environment is a homeless shelter - it's the only high school in the United States that has a homeless shelter on campus. And that's part of their education, to work in this homeless shelter. This school engaged all the parents in a Zoom call the other day to tell us how they plan to begin the school year. Part of their process was to identify bullets of all the different areas that were going to be addressed to bring the kids back to school when it's time. They said, "you know, the motto of our school is *men for others*." It's an all boys school, and the headmaster said, "in order for this to happen, we need to teach our young men to care for each other. And that's what we're doing by keeping them at home right now. They're caring for each other." So the priorities in terms of what they were going to set up first was they wanted to make sure that the homeless shelter was up and running. So that was a green bullet in terms of their bulleted priorities. The other thing that was a green bullet is 100% faculty participation. Now, they said it would have been red or yellow had we gone back to school because some of the faculty were pregnant. Some of them were caring for elderly parents. Some of them were in compromised health themselves. Because we chose to be remote and need to be remote, we have 100% faculty participation. So they're all there committed to teaching those boys.

But the thing that I was left with - was the idea of caring for each other and checking in with each other, and the school administrators said that they wanted to use this moment. "to teach these boys that they need to look out for each other and to make sure everyone is okay right now. They miss each other, they miss their sports. They miss just goofing around. They miss that. And we know that our students are struggling right now. We know our teams are struggling right now. They're committed to the work and they believe in what they're doing, but it's not easy, and so we can't forget that human element that we know is such a big part of our work caring for each other."

So, you know, there have been so many different wonderful ways that teams have come together and doing what Lynette did for us today is one way. My sister is part of an organization where they had a chef come and everyone bought the ingredients and a chef walked them through preparing this meal and they all ate together on a Zoom call.

So there're different ways we can take care of each other, whether it's calling or texting to say how are you doing? "I just want to check in and see how you're doing." I don't want to underrepresent the importance of something as small as a text or just a quick call to check in on someone that you know is having a tough time. They may have another circumstance that's really weighing heavy on their mind that may keep them from being at their best when it comes to their work, and it's a time of patience, it's a time of being kind to one another. Does anyone have any comments or other things that have worked in your team environments that have really helped to facilitate that kind of care that we all really need in terms of keeping at our peak in terms of well-being. Anyone have any comments about that?

Klahn: I wanted to share one thing that we did a few months ago. One of my former employees took a position last fall with the UCLA therapy animal program, and when COVID-19 hit, and everybody went remote, she was tasked with turning her program remote as well. They made this - how can I have a visit with a therapy animal remotely? They scheduled appointments with teams, and the owner and the animal - they're largely dogs, but apparently they have a miniature horse as well and a guinea pig. The owner and the animal would be available to meet on Zoom, run the animal through some tricks, commands, talk about their involvement in the program. I set this up as a surprise for my team one day, and they loved it. They said it was the highlight of their week, it was so nice. Again, this is going back to doing something that is not work, but is animal-based and we all feel very strongly about animals, that's why we're in this field. It was really a nice change for them, and it was the end of the week and everybody kind of left on a really good note.

Chand O'Neal: Wonderful. Thank you, Jen. I do want to thank all of you for your participation. We learned today that there are so many organizations that share many similar challenges, and that we are trying to remain nimble as we address those needs of our teams. We are trying to, shift our strategies as often as needed to try to engage people and to address those things that we just never expected to have happen at times like this and still be effective in our work and to meet the requirements of these jobs, and the tasks that we have at hand. I want to wish you all well, and thank you again for your participation, and I'd love to hand it off to Susan in case she has some comments for everyone.

Silk: I had had a wonderful afternoon once with one of the participants, and many other people, out on the veranda at the lake, in Madison, Wisconsin, that's the happy place I selected for Lynette's guided meditation. They serve two of the favorite food people have there - beer and ice cream. So our group told stories, we enjoyed the sound of the water. I ate my ice cream; others drank their beer. Thanks, Lynette, for giving me the chance to go back there and to the participant for showing me the picture for reminding me how much fun we had, and that made me laugh.

I resonate with what Ivonne says. Some laughter is very helpful, and not only do we have to be kind to our colleagues on our teams, but also to ourselves. So we're delighted that you were able to join us, please share this with your colleagues, and as we bring new topics online, I hope that you will come back and join us for those. So thank you all, and please do fill out the surveys which we really need, so Erin is going to send you a link - it's only seven questions. Thanks very much. Everybody take care of yourselves, and stay well, and we'll see you soon. Goodbye.