JOURNEY FOR TEAMS 3.0

THRIVE Transforming Workplace Dynamics

GUIDEBOOK
Empowering Faith-Based Inclusivity

Building a healthy workplace culture that respects and proactively accommodates diverse beliefs, enhancing belonging, growth opportunities, and effective collaboration

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WELCOME

This workbook was created as both a mirror and a guide. It shines a light on subtle and often overlooked cultural disruptors, behaviors, attitudes, and assumptions that influence the culture of a veterinary workplace. By presenting real-world scenarios and challenges, it encourages readers to pause, recognize, and name forces that undermine belonging and trust.

Each scenario and activity pairs awareness with practical approaches, offering tools that leaders and teams can immediately apply. The purpose is not to provide perfect answers but to model a process: noticing disruptions, examining their impact, and responding with strategies that strengthen collaboration, well-being, and respect. Think of this workbook as a working companion. Use it in team discussions, leadership development, onboarding, or self-reflection. Engage with it honestly, ask the hard questions it surfaces, and adapt the tools to fit your environment. When used intentionally, it can help teams move from identifying problems to building a culture where every member feels valued, supported, and empowered to contribute.

This module explores how different belief backgrounds—religious, spiritual, and non-religious—can show up in workplace interactions, and how small shifts in awareness and communication can foster a sense of belonging for all employees.

By the end of this module, participants will be able to:

- Recognize that people in the veterinary workplace hold different belief backgrounds and explore some of the ways these beliefs can show up in everyday interactions.
- Identify common assumptions or misunderstandings about how beliefs might be expressed in veterinary settings (for example, holidays, schedules, food, or clothing).
- Practice communication strategies that show curiosity, respect, and care when belief-related needs or questions arise.
- Apply the CPR model—Cultivate Connection, Practice, Reinforce—to build and maintain new habits that support inclusion and belonging across different belief backgrounds.
- Help create a work environment where people feel respected and supported without feeling pressure to share personal beliefs.

Disclaimers

- All examples and case study scenarios are based on real situations, but names (including hospitals) are pseudonyms.
- The inclusion of resources does not imply or constitute an endorsement by the American Veterinary Medical Association or the Veterinary Medical Association Executives.

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KEY TAKEAWAYS

3Rs

In order to strengthen veterinary workplace culture, teams can: **recognize** both the strengths and the dynamics that shape their environment and experiences; **reconsider** approaches or assumptions that may no longer serve them, while identifying opportunities to build on what works; and **re-evaluate** everyday decisions in ways that reinforce systems of collaboration, well-being, and respect.

1 Recognize

Strengths and dynamics shaping culture

2 Reconsider

Patterns and assumptions to build on what works

3 Re-evaluate

Choices to reinforce collaboration and respect

RECOGNIZE

Before we begin our journey to faith-based inclusivity, here are three foundational definitions to know:

Beliefs	The systems of meaning people use to understand the world. Beliefs include religious identities, spiritual practices, and non-religious worldviews.
Faith	A person's deeply held beliefs, values, or worldview, whether rooted in a formal religion, spiritual tradition, or no religion at all. Faith is internal and personal and may or may not be connected to a formal religion.
Religion	Religion is an organized system of shared beliefs, such as traditions, practices, and rituals.

Throughout this guidebook, our discussions of beliefs and faith encompass both religious and non-religious identities, as well as spiritual practices.

WHAT IS "ISMs OF FAITH"?

"Isms of faith" refers to the biases, assumptions, or unequal treatment that can arise based on a person's belief background (Giddings and Dunn, 2016)**.**

Religious and non-religious worldviews are both expressions of faith. They reflect the different belief systems people use to make meaning—whether that meaning comes from a religious community, a set of personal values, or another way of viewing the world. In this module, "faith" serves as an umbrella term for these diverse belief systems. Faith can be religious or non-religious; shared through community or held individually; visible or invisible. These belief systems shape how people understand themselves, relate to others, and navigate daily life. Recognizing this range of belief backgrounds helps reduce assumptions and supports more thoughtful and respectful interactions across veterinary workplaces.

RECOGNIZE

WHAT DOES IT LOOK & SOUND LIKE IN THE VETERINARY WORKPLACE?

Beliefs are not something most people discuss openly in American culture. Even when we do, many of us are more familiar with our own traditions than with the beliefs or practices of others. This dynamic can show up in any workplace setting, including veterinary medicine.

Many veterinary professionals will have experienced or witnessed one of the following scenarios which arise from a misunderstanding of beliefs or practices, or assumptions about what is "normal":

- A staff meal or conference catering that doesn't include vegetarian, halal, kosher, or fasting-friendly options or timing (e.g., during Ramadan), so a team member quietly skips the meal.
- A team member requests time off for a major religious holiday (e.g., Yom Kippur, Eid, Diwali) and a colleague makes a comment like "Must be nice to get extra days off."
- A student requests time off for a major religious holiday, and other students become angry because of the extra workload.
- A staff member makes a generalizing or joking remark about another faith tradition, assuming everyone shares their sense of humor. A colleague or client overhears and demonstrates signs of discomfort.
- A client expresses faith-based beliefs about the afterlife of animals or the morality of euthanasia.
- A hospital's front desk displays holiday decorations that reflect only one tradition and a client feels alienated.
- A client declines a blood transfusion or specific medication on religious grounds and is labeled as being "noncompliant."
- A team member participates in their daily prayers in a bathroom because they don't have any other private spaces to worship while at work.
- A grieving family asks the veterinary team members present to join the family in prayer—for some team members, this is a very comfortable request, for others, it violates their own beliefs.

Oftentimes we may unintentionally infringe on people's beliefs, whether they are religious, spiritual, or non-religious. Even when these instances are noticed, people may not be sure how to respond in a way that reflects curiosity, cultural humility, and care. With practice, these moments can become opportunities for respectful dialogue, shared learning, and future practices that support genuine inclusion.

RECONSIDER

VISIBLE ARTICLES OF FAITH

Veterinary professionals of all belief backgrounds (religious, spiritual, or non-religious) benefit from being able to bring their full selves to their educational and workplace environments. We can strengthen our veterinary culture of care by recognizing that a person's faith may hold deep personal meaning, regardless of whether it is outwardly visible. Many veterinary professionals express their beliefs or cultural identity through visible articles of faith or meaning (e.g., hijab, turban, yarmulke, cross necklace, Star of David, or other symbols important to them). The meaning of the article is unique to each wearer and may include cultural traditions as well as faith-based meaning. A visible article of faith does not tell us an individual's level of devotion or their political or social views, and labeling those with visible signs of faith as "hardcore," "conservative," or "fundamentalist" can be inaccurate and harmful.

EXPLORE MORE

Many medical supply companies offer sterile, disposable head coverings to meet workplace safety and hygiene requirements. Check the listings of your preferred supplier.

RECONSIDER

SHARED VALUES IN THE WORKPLACE

The community that is formed around faith and religious practices is an important cornerstone in American culture. People often presume what is normal, acceptable, or ethical based on their beliefs, whether religious or non-religious, and it's natural to feel a sense of trust with those who share similar values or worldviews.

In some veterinary workplaces, this expression of community and shared values may extend into daily operations. For instance, a practice may begin meetings with group prayers or hang verses from their scriptures on the wall. For staff who do not practice that religion, this can signal that they are not truly integrated as members of the organization, even if they share the base values expressed through those actions. If an employee feels ostracized or excluded because of how their beliefs are treated in the workplace, they may choose to leave the organization without naming this as their reason for their exit.

There are many reasons for people to come together around shared values in a professional field or workplace. Many in the veterinary field feel a strong, personal connection to the core values of compassion and service. When employees believe that they are personally aligned with an organization's values, their job satisfaction increases, morale improves, and turnover is reduced (Forbes, 2024). Displaying and promoting the core values of an organization is also helpful when attracting new applicants. Focusing on shared organizational values helps create space for people of all belief backgrounds, and supports trust, collaboration, and belonging.

RE-EVALUATE

10-MINUTE CASE STUDY

Read through the case study independently, or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

Dr. Langston and Dr. Ismail own a veterinary clinic together. Dr. Langston opened the clinic in the 1990s, and Dr. Ismail was brought on as a partial owner and successor in 2019. The clinic operates around holidays on the standard U.S. calendar, which historically reflects Christian-aligned observances. Interestingly, neither owner has openly discussed their personal beliefs or religious background at work.

BREAKING POINT

A new client arrives for his first appointment with his golden retriever. While completing the intake form, he approaches the front desk and says—loud enough for several staff members to hear—"Please schedule me with Dr. Langston. I'd rather not see the other doctor because I'm not sure 'his kind of people' actually care about cats and dogs." Other clients in the lobby look visibly uncomfortable. Staff members are unsure how to respond: they do not know Dr. Ismail's religious background (if any) and want to represent the clinic's values, while managing the situation respectfully in the moment.

SENSE MAKING

There are multiple biases present in this scenario:

By only recognizing holidays on the standard U.S. calendar, the clinic may be assuming that one cultural norm represents everyone without considering how this might affect employees or clients with different belief backgrounds.

The client's comment reflects additional assumptions based on a person's name, perceived ethnicity, or presumed religious background. They assume that Dr. Ismail's name indicates a particular religion and then assume stereotypes about what that religion values or practices. This cascade of assumptions highlights how quickly people might draw meaning from identity markers, like last names, without any further evidence.

DISCUSSION QUESTIONS

(5 minutes)

- If you were a manager at this practice, what might you do to address this scenario?
- What situations in your current or previous workplaces feel similar to the dynamics in this case study?

RE-EVALUATE

10-MINUTE CASE STUDY

Read through the case study independently, or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

SOLUTION & APPROACH

Dr. Langston and Dr. Ismail debrief the incident with the team the next morning. Acknowledging the discomfort it caused, the owners decide that building a shared foundation of religious literacy could help the clinic navigate future situations involving religious or non-religious bias. They clarify that the goal isn't to become experts in religious education, but to build a culture where all clients and staff feel welcome.

The team uses an online toolkit from a reputable organization to guide a series of three "lunch and learn" sessions. These sessions not only increase awareness but also create space for staff to discuss their own beliefs (religious and non-religious) and how the clinic can support an inclusive environment for everyone.

RESULTS

After working through the toolkit together, the leaders began to see how their scheduling policies could better support employees with a variety of religious and non-religious observances. They proposed more flexible holiday scheduling and a clear process for requesting time off—one that allows staff to observe their meaningful days without feeling uncomfortable, as though they are asking for special treatment.

The team is now better equipped to recognize discrimination related to religion and to those who identify with no religion. They have a shared plan for how to address such moments in ways that reflect the clinic's mission and values. Building on this progress, the owners plan to offer additional group learning activities that support the clinic's values and strengthen an inclusive, welcoming culture.

KEY TAKEAWAY

Workplaces that account for, accommodate, and welcome team members to bring their full selves to work, including their religious or non-religious backgrounds, create a strong, cohesive team.

RE-EVALUATE

10-MINUTE CASE STUDY

Read through the case study independently, or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

Hannah is a veterinary technician and recently lost her 13-year-old labrador, Cooper, who had been with her since vet school. The loss hit hard; Cooper had been her "why" for entering the profession. Her colleague, Michael, a front-desk coordinator known for his warm personality, stopped by her workstation the next morning with a sympathy card. The front of the card read:

Heaven gained another angel. May God comfort you in your time of loss.

Inside, Michael had written:

Hannah, I'm so sorry for your loss. I believe Cooper is in a better place. You'll see him again someday.

BREAKING POINT

Hannah appreciated the thoughtfulness, but she was raised in a tradition that emphasizes mindfulness and the cycle of life. She quietly thanked Michael but later mentioned to a coworker that she felt uncomfortable receiving a religious message in a professional setting, even though she knew it came from a place of kindness.

A few days later, word reached the practice manager, who now wonders whether to address the situation or leave it alone.

SENSE MAKING

The following factors are at play in this scenario:

- Assumptions about what is culturally "normal," including assumptions about religious or non-religious identity
- Tension around expressions of belief in the workplace
- Possibility that employees feel pressure to hide or downplay their beliefs or non-beliefs in professional settings
- Risk that "neutral" workplace policies unintentionally disadvantage those from non-dominant religious traditions and those who identify as non-religious

RE-EVALUATE

10-MINUTE CASE STUDY

Read through the case study independently, or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

DISCUSSION QUESTIONS

(5 minutes)

- What are healthy ways to express empathy in moments like this without assuming shared beliefs?
- If you were the practice manager, how might you address, or intentionally not address, this situation with team? What message would you want your approach to send about empathy, boundaries, and respect for people with different belief backgrounds?
- Reflect on intent vs. impact: How can we appreciate Michael's intentions while still recognizing that the message might not align with everyone's beliefs?

SOLUTION & APPROACH

The practice manager reflects on the workplace norms that may have contributed to the well-intentioned but misplaced message. They appreciate that Hannah and Michael saw the best in each other—that suggests their clinic is a place of psychological safety within the team. Still, religion is rarely discussed in the clinic outside of major holidays or occasional end-of-life conversations with clients.

Recognizing that a similar situation could easily arise again—either between staff or with a client—the practice manager decides it's better to be proactive. They choose to address the topic of religion and non-religion in the workplace directly and collaboratively with the full team.

RESULTS

During the monthly meeting with the full staff, the practice manager reminds everyone that the clinic supports the diverse beliefs of all employees by offering accommodations such as private space for prayer or reflection during work hours and time off for meaningful days of observance. This is not just a "nice to have" it is a legal requirement. The practice manager also announces a "Meaningful to Me" all-staff potluck next month, where everyone is encouraged to bring a personally meaningful dish of celebration from their life, culture, or religious background. A sheet for listing dietary restrictions is posted in the lunchroom.

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RE-EVALUATE

10-MINUTE CASE STUDY

Read through the case study independently, or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

RESULTS *continued*

At the potluck, each participant is given a recipe card to write a short description of why their contribution is meaningful to them. The recipe cards are displayed next to each dish. After the meal, the practice manager leads a group discussion about the role of faith in the workplace, asking questions such as:

- What practices or beliefs help you get through stressful times?
- What aspects of your work feel meaningful or motivating to you?
- What personal principles, values, or religious beliefs guide how you show up at work and with your team?

Finally, they introduce a new policy outlining how the clinic will support a client's beliefs through end-of-life care for their pet and invite all to review and contribute.

KEY TAKEAWAY

Proactive and respectful acknowledgement of our various religious and non-religious identities in the workplace leads to less discrimination and greater cohesion among teams.

Inclusive workplaces respect and support the "nones"—employees who hold non-religious identities such as atheist, agnostic, or secular. True inclusion ensures that all belief perspectives are treated equitably, whether religious or non-religious. This includes honoring employees' worldviews, allowing personal symbols or expressions of meaning, and supporting individual ways of processing experiences related to illness, mortality, and euthanasia.

RE-EVALUATE

20-MINUTE TEAM EXERCISE

This exercise will help you practice interrupting biases and creating systemic change. It can be done in pairs or small groups. Be sure to share your findings with the whole team.

Creating Connections

This reflection exercise is ideal for small groups (up to 4 people), but it can be done individually. If working in small groups, each member of the team should be given the opportunity to answer the following:

1. Small Group Discussion *(15 minutes total, 3-5 team members per group)*

Round 1 The Significance of Food in your Community *(5 minutes)*
Describe a food-related tradition from your life—whether connected to your culture or personal beliefs (religious or non-religious). You might reflect on:
- How the food was prepared or shared
- Who was involved
- Sensory memories like smells, ingredients, or rituals
- Ways this tradition or experience is meaningful to you

Round 2 Clarifying Assumptions *(5 minutes)*
Share an assumption people make about your beliefs. What might you want others to understand instead?

Round 3 Expanding Empathy *(5 minutes)*
Imagine you came from a different belief background. What would you want your workplace to put in place to ensure everyone feels respected and included? What might that look like in practice?

2. Full Team Debrief *(5 minutes)*

Using the answers from Expanding Empathy above:
Each group shares two of the changes they would put in place to include people of all belief backgrounds—religious and non-religious—in the workplace.

RE-EVALUATE

6-MINUTE SELF-REFLECTION

The following questions will help illuminate your own thoughts and feelings, as well as the norms at your place of work. Sharing your answers as a team is welcome and entirely optional.

1. Assumptions about someone's beliefs can show up in subtle ways. How do you tend to respond when someone makes an assumption about you, and how might that apply here?

2. Think about the beliefs—yours or someone else's—that are least visible in your workplace. How might this invisibility shape how people show up, share, or stay quiet?

3. What is one change you could make to show more curiosity and care to people with different belief backgrounds (whether religious or non-religious)?

CPR

Building a healthy veterinary workplace culture takes intention, effort, and practice. This section will help you identify actionable ways you can strengthen collaboration and inclusion individually or as a team using these three steps:

1 Cultivate Connection

Practical ways to deepen trust, respect, and teamwork

2 Practice Care-Filled Responses

Proactive language and actions that encourage growth and mutual understanding

3 Reinforce What Matters

Tools and resources that sustain values, celebrate strengths, and support ongoing learning

CULTIVATE CONNECTION

FORGING AHEAD AS A TEAM

These actionable steps can help shift veterinary workplaces from a culture of tolerance to one of engagement and care. By doing so, we move closer to an environment that supports and strengthens the sense of value and connection across all members of the team.

1 Integrate inclusion into daily operations

HR policies and scheduling practices are opportunities for veterinary workplaces to support employees with diverse belief backgrounds—religious and non-religious. Policies could be updated to provide staff with paid personal or observance days that can be used for days of significance, whether tied to religion, culture, or personal identity. Flexible scheduling can also help. Some team members may prefer different days of the week for regular observance, personal reflection, or community practices, or may need different work hours during certain times of the year. Provide options for employees to identify days that are meaningful to them and create a shared calendar of those days of significance.

2 Grow and celebrate as a team

Set an agreement to avoid jokes, stereotypes, or assumptions about both religious and non-religious communities within the workplace. Practice accountability and care-filled responses if reminders are needed to grow. Agree to respectfully learn about practices different from your own, including the beliefs of those who do not identify with any religion. During seasons of celebration, hold an office potluck and invite staff to bring foods that feel meaningful to them.

3 Meet the communities you serve

Respectfully learn about belief traditions different from your own, whether religious, spiritual, or non-religious, so everyone feels seen and supported. Connect with someone whose belief background is different from your own and who is open to talking about their experiences. Ask curious questions about the role their beliefs play in their life, if at all. Explore what helps them feel connected to their community and what they wish others understood about their perspective.

You may also choose to visit a space connected to a belief tradition that differs from your own. This could be a place of worship, a humanist or secular community group, a meditation center, or another space where people gather around shared beliefs. Be sure to do your homework in advance so you can be respectful of any expectations regarding dress, seating, or other customs.

CULTIVATE CONNECTION

MINDING YOUR LANGUAGE

Be conscious of how your words impact others in the workplace. Many words and phrases commonly used in casual and business communication can be hurtful or reveal ignorance of other meanings, biased stereotypes, and lived human experiences. Using non-inclusive words can lead to "othering" or an "us vs. them" mentality.

Some suggested words to watch are outlined below. Practice substituting words that "other" with words that connect. Be kind to yourself in the process. If in your quest for change you misspeak, apologize and move on. Don't dwell on your mistake or expect absolution, accommodation, or forgiveness from others. This practical action can make a big difference in improving personal connections in the workplace.

WORDS THAT "OTHER" & WORDS THAT CONNECT

Consider replacing these common terms with the alternate *in italics*:

Guru	*Expert, authority, or virtuoso*
Divine intervention	*Unexpected solution*
Witch hunt	*Unfair targeting*
Judgement Day	*Critical moment*
Blasphemy	*Offensive speech*
Praying for you	*Wishing you the best / Sending positive thoughts*
Let's take a moment to pray	*Let's have a moment of silent reflection*

COMMON INSTANCES THAT CAN BE AVOIDED ALTOGETHER IN THE WORKPLACE

- Assuming that you know why someone wears a particular garment, or that it is not a personal choice, but a sign of oppression or fundamentalism
- Forcing people to hide or disclose their beliefs
- Scheduling key events on major religious holidays without flexibility
- Criticizing dietary or cultural religious practices
- Joking about hell, sin, karma, divine judgment, heathens, or heretics
- Equating someone's beliefs—religious or non-religious—with their moral or ethical character

PRACTICE CARE-FILLED RESPONSES

REALIGNING RESISTANCE

During the Thrive course, you may feel resistance internally, encounter it from fellow team members, or both.

What kinds of objections or rejections, internal or external, might you anticipate? How might you respond? First, pause to listen with curiosity, then consider if a care-filled response is needed. The following information may help.

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
Faith is personal—I don't think it belongs in workplace conversations at all.	I understand that feeling. Faith often connects to deeply personal values, and many people prefer to keep those parts of their lives private. At the same time, aspects of someone's belief background—religious or non-religious—can show up in simple everyday ways like scheduling needs, holidays, food choices, or clothing. These aren't attempts to bring personal beliefs into the workplace; they're part of how people navigate the world. Recognizing these needs fosters an environment where people can receive the same level of respect, even if what they need looks a little different.
Talking about religion at work will just create conflict.	I get why it feels easier not to talk about it—I often have that same impulse. Talking about religion can feel risky, and no one wants to say the wrong thing. At the same time, avoiding it tends to make things harder in the long run. We've seen in other areas, like conversations about racism or identity, that when we make space for the uncomfortable topics, people feel more seen and supported. What usually helps is approaching the conversation gently, naming that it feels tricky, and staying curious together.

PRACTICE CARE-FILLED RESPONSES

But I'm not religious, and so many other people aren't either, so none of this applies to me.	You're right. Many people don't identify with a religion at all, and that's a perspective we often lose sight of. What I've noticed is that everyone has beliefs that shape how they see the world. Staying curious about what matters to the people around us tends to make it easier for the whole team to do well together. In the end, it's really about helping everyone feel valued and included.
But no one has mentioned feeling discriminated against for being religious.	It could be that no one has concerns, which is great! It's also possible that people aren't sure if it's really safe to bring something like that up, or how to go about it. Most of us have had moments where we stayed quiet even when something didn't sit quite right. It's one reason it can help to think ahead instead of waiting for a problem to occur. If we make space for these conversations now, it's a lot easier for folks to speak up later if they need to.

REINFORCE WHAT MATTERS

CONTINUED LEARNING

These recommended resources are excellent tools for learning more.

VODCASTS

3 Ways to Cultivate Religious Inclusion in the Workplace
from Bhasin Consulting

Religion for Breakfast
by @ReligionForBreakfast, YouTube

ONLINE ARTICLES

How to Talk About Religion at Work
by Dr. Simran Jeet Singh, for the Harvard Business Review (hbr.org)

Religion in the Workplace is Tricky—But Employers and Employees Both Lose when it Becomes a Total Taboo
by Dr. Christopher Scheitle, Dr. Denise Daniels, and Dr. Elaine Howard Ecklund for The Conversation

Interfaith America Magazine
by Interfaith America

EDUCATIONAL RESOURCES

Religion in the U.S. Workplace: A Guide to Religious Diversity, Equity, and Inclusion
by the Religious Freedom & Business Foundation

Faith at Work
A UK-based coalition formed in 2023 that provides strategic advice, practical training and accessible resources for employers across the English-speaking world

Religious Literacy and the Professionals: Videos for Teaching
by Harvard Divinity School

Empowering Faith-Based Inclusivity

INSIGHTS & ACTIONS TO BUILD A CULTURE OF CARE

FLEXIBILITY SUPPORTS ALL BELIEFS

Understanding what matters to people and how to integrate those needs into our teams is important for building success together. One way to support this is by offering flexible scheduling for religious or non-religious observance. Additional paid observance days for staff to use beyond the Christian holidays on the standard calendar is also supportive.

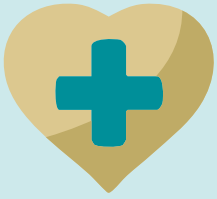
EXPANDING YOUR UNDERSTANDING

Take time to respectfully learn about practices that differ from your own—religious and non-religious. As a team, create a shared calendar that includes meaningful days and observances represented among your staff, along with appropriate greetings or notes where helpful.

MAKING SPACE FOR PERSONAL MEANING

Being inclusive and making space for all beliefs helps build trust and can reduce employee turnover. One way we can keep improving is by remembering that a person's beliefs—religious or non-religious—might not be visible to us, yet still hold deep meaning for them.

BELIEFS SHAPE CLIENT NEEDS



Veterinary professionals routinely navigate belief-based discussions around vaccination, medical interventions, handling of animals, and euthanasia. Organizations, their staff, and their clients are better off when these topics are identified and addressed proactively, rather than avoided. This helps teams be ready for future conversations instead of reacting only after a concern arises.

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