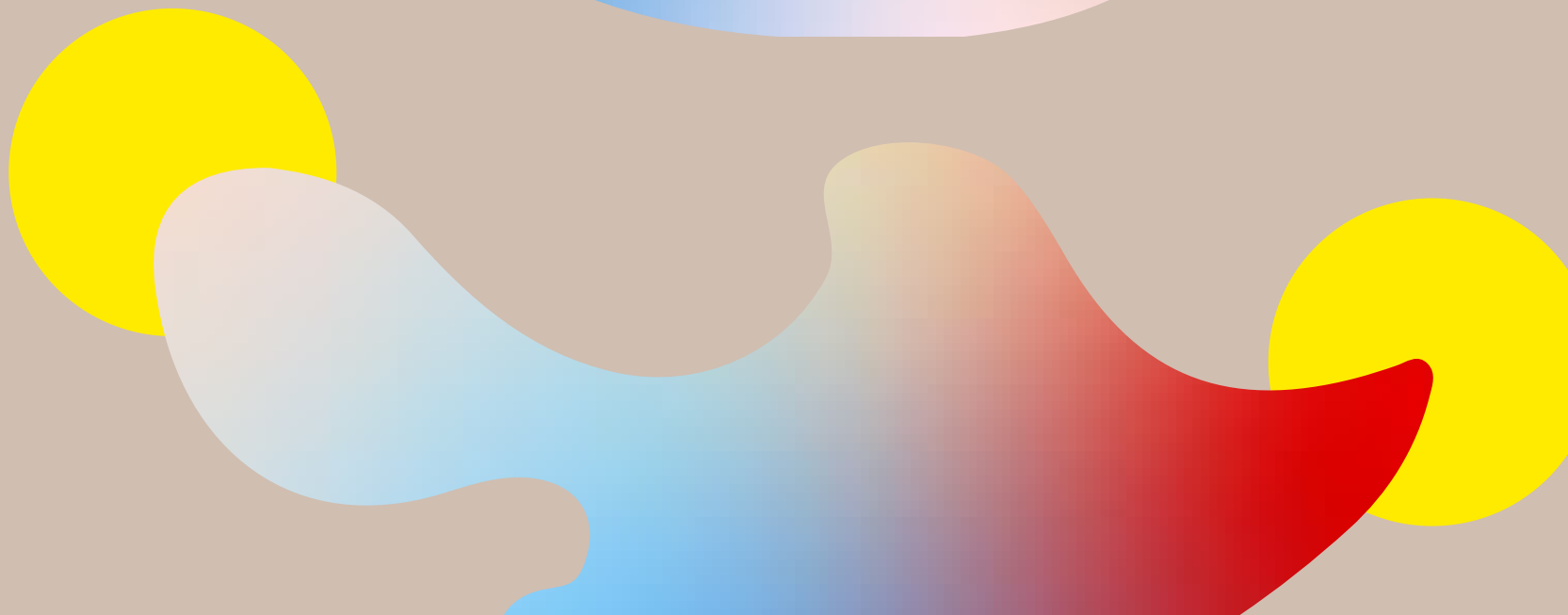


TOOLKIT

INTERNATIONAL  
RED CROSS  
AND RED CRESCENT  
MUSEUM

# 10 ideas for a caring museum

By Marzia Varutti  
with the support of  
the Museum's staff



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## Introduction

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### *What might a caring museum look like?*

As part of our Year of Mental Health (2022–2023), we asked visitors, academics, artists and humanitarian practitioners to explore the issue of care – for oneself and others.

Taking an empirical, multidisciplinary approach, we looked into ideas and methods we could apply in our day-to-day lives. The purpose of this exercise was two-fold: to transform knowledge into action and to create a stigma-free space for diverse voices to talk about the complex issue of mental health.

Throughout the year, we considered how museums might play an active role in supporting mental health. What steps could they take to demonstrate a caring attitude towards staff, visitors and society in general? What lessons from humanitarian action could we apply in the museum sector?

We invited museologist and cultural historian Marzia Varutti to support us in this endeavour. The ten ideas that she outlines in this toolkit reflect the many conversations, meetings and events that have taken place over this past year. We are incredibly grateful to Marzia for her input.

Thanks to Marzia's invaluable insights, we now have a clear picture of how museums can positively impact the personal and social determinants of mental health.

The practical, tried-and-tested measures detailed in this guide could equally be transposed to settings outside the museum sector.

We leave it to you to use, challenge and perhaps even expand on the ten ideas in this toolkit.

Pascal Hufschmid  
September 2023

# Idea 1

## Foster awareness of emotions and mental health in museum practice and workplace<sup>1</sup>

### FACT / OBSERVATION

Mental health and emotions contribute to every aspect of human life and are therefore inherent to all facets of museum work. Every day, museum professionals take myriad decisions as they carry out their duties: selecting objects for inclusion in exhibitions, drafting content for the website, and planning new activities to engage museum visitors in insightful and inspiring ways. All of these tasks are informed, in various ways and degrees, by emotions.

Affective-science research shows us that emotions play a crucial role in decision-making, in remembering past events and in learning new tasks. We may be aware that we experience specific emotions in specific situations. But, depending on our culture, gender and background, we might tend to repress our emotional responses, paying little attention to their impact on our decisions, work practice and workplace relationships.

***How can we become more aware of the importance of mental health and the impact of emotions in museum practice and on workplace relationships?***

<sup>1</sup> Please note that the 10 ideas contained in this toolkit are not in any particular order of priority. They should be read as complementary, synergistic measures.

## Idea 1 Foster awareness of emotions and mental health in museum practice and workplace

### IDEA

By becoming more aware of our feelings, both in general and in the workplace, we foster self-knowledge and a better understanding of others – colleagues as well as museum visitors. To take this further, we can move beyond awareness and into regulation of our emotions. We might say: “It’s okay to feel angry/sad/elated/furious/puzzled/lost.” But, importantly, what do we do with this feeling? How do we transform it into something positive (or otherwise meaningful) for ourselves, our work, our life, our colleagues, our family and others in general?

### PRACTICAL MEASURES

- Work with organizations in health care and other sectors to identify specific psychosocial risk factors that can affect museum staff in particular.
- Devise context-appropriate solutions, such as training in mental health first aid, psychosocial support, mental health literacy or the use of non-discriminatory language.
- Introduce moments of mindfulness into everyday workplace tasks, such as before answering the phone or taking the stairs, or around lunch breaks.
- Celebrate World Mental Health Day on 10 October to improve general awareness of mental health.

## Idea 2

# Recognize that dealing with emotions – our own and others’ – is a skill

### FACT / OBSERVATION

Being able to identify and express our emotions, and perceive them in others, is an essential skill. Specifically, this skill is a key component of emotional competence, i.e. the ability to discern, understand, recognize, express and practise emotions, including in the workplace. Emotional competence complements and strengthens communication, interpersonal and other critical work-related skills. It can improve well-being and, by extension, relationships at work and beyond. Emotional competence is crucial in museum practice: for instance, it is central to imagining the emotional responses of visitors to museum activities. Yet emotional competence deployed in the context of museum practice is unfortunately seldom visible or acknowledged.

*How can museums best support employees in developing their emotional competence?  
How can this skill be made visible and acknowledged in museum practice?*

## Idea 2 Recognize that dealing with emotions – our own and others’ – is a skill

### IDEA

Museums can offer staff voluntary training courses and activities during work time aimed at developing emotional competence.

### PRACTICAL MEASURES

- Encourage employees to take part in mindfulness, meditation and yoga courses, peer-mentoring activities, specialized programmes such as empathy training<sup>2</sup>, and any other activity that promotes “mental fitness”.
- Develop specially tailored stress-management training for front-desk staff, who are engaged daily in the emotionally demanding work of welcoming visitors, answering their queries and responding to their needs.
- Combine creative, sport, cultural and other activities geared towards employees’ individual well-being with focused training on workplace relationships, such as courses on harassment and mobbing at work.
- Publicly celebrate employee achievements within the museum, especially those related to often-invisible affective work by front-desk staff, and share positive online reviews, visitors’ comments and other public feedback internally.

## Idea 3

# Leverage employees' emotional competence and lived experience to create a healthier workplace

### FACT / OBSERVATION

Mental health and psychosocial support – that is, support aimed at protecting or promoting mental health and psychosocial well-being – is usually the prerogative of “caring” sectors such as health care and humanitarian action. Yet this kind of support can also take place in museums. Museum staff may have lived experience of mental health issues, which can benefit not just the public but also other employees. Likewise, museums can learn from the emotional competence of their visitors. This can lead to broader and more diverse approaches to mental health, which in turn can help to counter stigma, since everyone in the museum – regardless of their position and background – will feel that mental health is their concern.

*How can museum staff draw on their own professional emotional competence and/or lived experience to contribute to colleagues' well-being and help shape a healthy, supportive work environment?*

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## Idea 3 Leverage employees' emotional competence and lived experience to create a healthier workplace

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### IDEA

Museums are spaces where different perspectives on, and experiences of, mental health can be explored and discussed. They can proactively cultivate a “mental well-being ecosystem” where everyone feels they can contribute with their lived experience. This is in line with one of the principles of mental health intervention, which states that the individual’s resources should be recognized and valued. A holistic approach to health encompasses all aspects of life and activates these individual resources (such as emotional resilience) for the common good. It involves nurturing self-care and affective bonds in the workplace. Moreover, helping others has been proven as an effective strategy for improving individual well-being.

Exchanges within this “mental well-being ecosystem” can be inspired by the concept of the “trading zone”, which is “a space in which individuals – from different backgrounds,

with different expertise, specialism, or lived experience – can come together to discuss a problem or resolve an issue in a collaborative and, importantly, an equitable way”<sup>3</sup>. Museums are particularly suited to nurturing this kind of ecosystem given the opportunities they provide for “connectedness” – a powerful factor in protecting mental health and well-being. A shared museum experience can foster a sense of connectedness for people from different origins and backgrounds who are drawn to museums by a common interest. This, in turn, can lead to people feeling they belong to a community they positively identify with.

<sup>3</sup> Dodd *et al.* 2017: 88.



## Idea 3 Leverage employees' emotional competence and lived experience to create a healthier workplace

### PRACTICAL MEASURES

- Create physical spaces and moments – “well-being breaks” – for museum employees to meet informally, possibly in the presence of different therapists and other trained professionals, to explore and discuss a range of topics such as work-life balance or stress-management strategies.
- Bring in outside experts to conduct a psychosocial risk assessment and propose context-appropriate solutions, such as awareness-raising, training and facilitated discussions on topics of concern raised by employees.
- Take inspiration from the emotional skills of museum visitors, for instance by inviting them to write caring and self-compassion messages and good wishes on a wall, which will have a beneficial effect upon anyone who reads them, staff included.



## Idea 4

Aspire to be not only a “safe space” but also a “caring space”

### FACT/OBSERVATION

Logistics and the physical arrangement of museum spaces inform employees’ and visitors’ experiences. It is important that these spaces are welcoming and safe for all.

*How can museums move beyond providing a safe space and towards providing a “caring space”?*



## Idea 4 Aspire to be not only a “safe space” but also a “caring space”

### IDEA

Beyond physical accessibility concerns, museum planning should also give broader consideration to the daily experience of museum staff and visitors. Care for users’ well-being can be integrated into museum architecture, spatial organization and logistics.

In another sense, a caring space is one in which there is an awareness of unequal power relations and a willingness to redress this imbalance. It is not surprising that unequal power relations may develop around emotions: the museum’s ability to elicit a positive or negative emotion in visitors is, in effect, a form of power. This power cannot be used to create moral hierarchies, or hierarchies of suffering or of “heroic” and/or “good” behaviour. A caring space is one that is uncompromisingly empowering for all those who work in and visit it.

## Idea 4 Aspire to be not only a “safe space” but also a “caring space”

### PRACTICAL MEASURES

- Provide appropriate seating arrangements and areas for quiet socialization where visitors and employees can meet, take breaks, rest and interact comfortably without disturbing or being disturbed by others.
- Ensure that existing facilities – such as the coffee shop, restaurant, museum shop, lobby or immediate outdoor spaces – allow for this undisturbed socialization.
- Make sure that nature, natural light, fresh air, natural sounds and so on are present/ accessible inside and immediately outside the museum.
- If necessary, consider redesigning the space (or some areas), being mindful of circular-economy and architectural principles and taking into account visitors’ feedback and suggestions in order to create a truly collective space.
- Organize ad hoc activities that allow staff to (re)connect with the space, such as dance therapy or yoga classes that can change employees’ perception of their workplace and indirectly strengthen bonds between colleagues through a shared experience.
- Think of “care practices” in broad and creative terms, such as by offering “tickets on tab”, whereby admission tickets can be donated to local non-profit organizations, which will then redistribute them to the people they work with, helping to bring culture within everyone’s reach.
- In a similar vein, work with hospices and other local care providers to offer a caring space and a mental health break to marginalized communities.
- Extend the same principles of caring spaces – such as accessibility, safety, care for users’ well-being, inclusion and respect for diversity – to online platforms and digital interactions.

## Idea 5

# Set up “caring work schedules”

### FACT/OBSERVATION

A heavy workload is one of the primary causes of stress in the workplace. An institutional culture of rest, and of psychological and physical sustainability, should be actively promoted in order to counter the cult of busyness, and of constant availability, productivity and efficiency. Rest is regenerative and crucial for mental health. Opportunities for rest should be built into daily and weekly schedules.

*How can museums develop caring work schedules?*

## Idea 5 Set up “caring work schedules”

### IDEA

Mental health is not a luxury, something just a few can afford to worry about. Rather, it is a basic need – and a universal human right. Employees’ work demands and workloads should be reasonable, and work deadlines mutually agreed. Working overtime should be the exception, not the rule. These principles should be communicated to, and embraced by, all museum staff, regardless of their position and role.

### PRACTICAL MEASURES

- Encourage employees to take adequate lunch breaks and other breaks as appropriate, and consider providing a “nap room” or a dedicated relaxation area for this purpose.
- Reserve demands and contacts outside working hours (evenings, weekends and holidays) for urgent matters only, and agree in advance with employees on contact arrangements that allow them to disconnect from email during their time off.

- Experiment with flexible working hours and trial a system under which employees must ask for permission to work extra hours; such an approach invites staff to reflect on why they need to do extra work and to value their time and energy, while drawing management’s attention to potentially excessive workloads and their implications for staff productivity and well-being.
- Set up a recuperation plan so that employees working extra hours can recuperate them within a short time.
- Provide staff with information and tools on how to cultivate their well-being, such as a guide on making the most of rest time<sup>4</sup>.

## Idea 6

# Harness the therapeutic power of museums

### FACT / OBSERVATION

Museum exhibits and, by extension, museum experiences can be sources of well-being and healing. Awareness of this fact has given rise to the concept of “museotherapy” – the use of museums for therapeutic purposes. This therapeutic power stems not only from the richness of museum

collections, but also from the fact that museums are safe spaces to talk about mental health issues with significantly less stigma than in other settings such as hospitals and clinics. However, the overriding premise is that museotherapy is for museum visitors, which overlooks the fact that museum staff can also benefit from this therapeutic power.

*How can the therapeutic power of museums be made accessible to museum staff?*

Moreover, museotherapy is mainly understood in relation to museum exhibits, such as specific paintings. Yet spaces outside the museum’s premises – digital platforms and resources – can also play a role in supporting mental well-being, in fostering social and empathetic connection, and in countering isolation by creating communities of interest around specific topics (in tandem with museum events and activities, for instance).

*How could museotherapy extend beyond the physical museum and unfold in the digital realm? What would a “caring” online museum look like?*

## Idea 6 Harness the therapeutic power of museums

### IDEA

Museum staff can benefit from the healing potential of their workplace. In addition, the museum website and other online materials can act as virtual mental health toolkits, providing resources to help counter isolation, and promote social connection and positive feelings.

### PRACTICAL MEASURES

- Introduce a time allowance, perhaps one hour per month, for staff to spend in the galleries or taking part in museum activities, as if they were visitors.
- Consider allowing a family member or friend to join the employee in this experience, since this can strengthen their pride in belonging to the museum as they guide their loved one around the space.
- Organize public events to discuss mental health topics and explore the caring and therapeutic tools offered by museums.
- Make sure that the museum's website is accessible (visually and language-wise), user-friendly, inclusive and empowering for all visitors – i.e. it should be respectful and representative of cultural, religious, gender, age, neurological and other forms of diversity.
- Consider working with an “inclusive” graphic designer when producing museum outputs, and adding links to empowering and informative websites.



## Idea 7

# Pay attention to language and terminology

### FACT / OBSERVATION

In both professional writing and casual workplace conversations, we may not always be mindful of the terms and language we use. We may, for instance, refer to mental health and well-being, or to mental issues, conditions, disorders, illness or sickness. Terminology matters whenever we talk about mental health, especially in trusted public spaces such as museums. Words are not neutral. They can carry stigma. They can categorize a person and effectively lock them into a label. But words can also uplift, counter stigma and effectively support well-being.

*How can museums foster awareness of the importance of mental health language, both within the institution and in society at large?*

## Idea 7 Pay attention to language and terminology

### IDEA

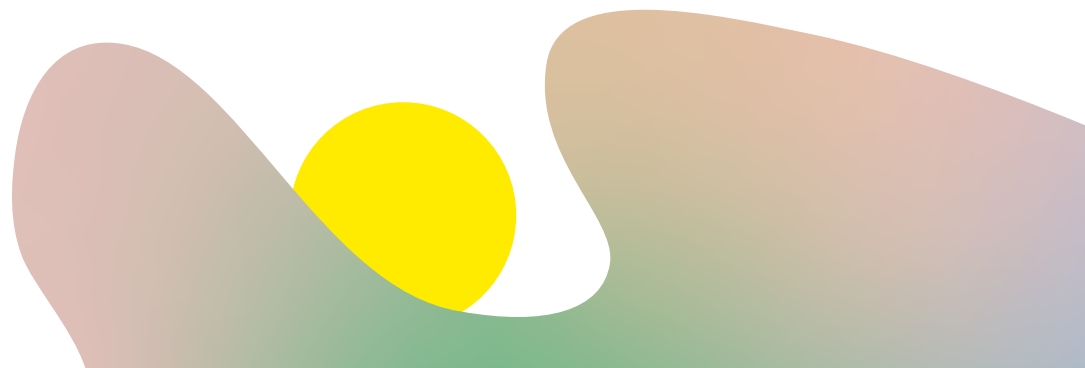
It is crucial for museum professionals to familiarize themselves with basic mental health terminology and to be aware of its broader implications.

### PRACTICAL MEASURES

- Be mindful of terminology in all museum communications (both internal and external, including casual conversations), and choose terms with positive emotional valence such as “emotional resilience”, “balance” and “hope”.
- Similarly, be mindful of the tone and register used in communications, taking care to avoid patriarchal, hierarchical, discriminating or marginalizing terminology or undertones – including in the titles of exhibitions, projects or even internal units.
- Engage in a comprehensive and self-critical revision of practices, narratives and language use; for instance, make sure that all communication is gender-neutral: this is not only ethically correct, but also

proactively communicates to museum staff and visitors that everybody is welcome and belongs, providing major mental health relief for many.

- Work with mental health experts from different fields to develop mental health language skills.
- Don't be afraid to publicly acknowledge that museums are not experts in mental health, but are willing to learn together with their visitors, and share this learning process in different formats, both at the museum and online.
- A caring communication strategy also includes a concern for form and for visual access to information. Make sure that key information is easily accessible to everyone.



## Idea 8

# Care for the emotional responses of museum visitors

### FACT / OBSERVATION

Museums cannot anticipate, plan or script how visitors will respond emotionally to an exhibition, activity or online post. These are highly subjective and personal experiences, and museums should not try to manipulate or orchestrate them. Nevertheless, museums do carry some responsibility for the images, narratives and values they convey. For instance, it is widely accepted that they have a responsibility not to foment hate or to spread despair among the public.

*But where exactly is the limit of museum's "emotional responsibility" towards the public? More broadly, how can museums become more sensitive towards, and caring for, the emotional responses of the public?*

## Idea 8 Care for the emotional responses of museum visitors

### IDEA

By being mindful and careful about the way information is conveyed to visitors, museums can influence the emotional impact (positive or negative) of their experience. Valuable insights can be gained from sectors where providing care and maintaining an impartial position are routine balancing acts. For instance, humanitarian organizations and museums share a concern for public well-being and positive action. The humanitarian sector can provide models for museum outreach and community engagement, inspired by humanitarians' finely honed skills of listening deeply and empathetically, and by their impartial, non-judgemental and non-discriminatory approach to care. Humanitarian organizations are also a source of valuable expertise on the support provided to people affected by potentially traumatic experiences. This can include activities such as drama and the visual and performing arts, which are particularly suited to raising awareness, strengthening self-awareness and grounding in the body, and developing empathy, distancing and a sense

of perspective. These same approaches and skills can be applied to good effect in a museum context. In a similar vein, museums could also use trigger warnings, which alert people to exposure to violent or otherwise potentially sensitive or offensive content. By acknowledging the needs and sensitivities of specific audiences, trigger warnings make specific concerns visible to the rest of society, leading to these concerns becoming more widely accepted and respected. In this sense, trigger warnings could support greater acknowledgement of neurodiversity in our society.

## Idea 8 Care for the emotional responses of museum visitors

### PRACTICAL MEASURES

- Trial the inclusion of trigger warnings in museum panels and online material as relevant; for instance, the message to the public might be: “You can choose not to see this, but if you do, and feel emotionally unsettled as a result, it is okay for you to express those emotions.”
- Offer tools to help visitors express or process these emotional responses, such as writing walls where they can leave messages, a short recorded guided meditation or links to external institutions providing specialized care.
- Learn about your visitors’ profile (age, gender, country of origin, first-time or returning visitors, etc.) and design tailored museum offerings that reflect and address diverse mental health needs and responses, drawing inspiration from the humanitarian sector’s expertise in this area.
- Devise new ways to enter into dialogue with visitors and involve them in museum work, such as by co-creating a book with visitors based on their contributions to a “wall of kindness” or similar, or by gathering feedback on their experience and providing a space where they can suggest topics of interest for future activities and exhibitions.
- Consider working with academics conducting research into visitors’ emotional responses to exhibitions, and use research findings to support internal decision-making at all levels of museum practice.
- Collaborate with affective-sciences researchers to provide “affective tours” of the museum where visitors can experience exhibitions through researchers’ perspectives, and include opportunities for visitors to share their emotional responses through creative endeavours in welcoming and friendly settings.
- Reach out to local charities, non-profit organizations and humanitarian agencies and explore opportunities for partnerships as a way to build the museum’s capacities, raise its profile and enhance its societal impact.

## Idea 9

# Connect with experts in different sectors

### FACT / OBSERVATION

Museum staff are not health-care professionals. They are not equipped to deal with, or take care of, the mental health of the public. It is therefore important that museums partner with mental health experts in the health-care, humanitarian and social-work sectors, in education and academia, and beyond. This kind of collaboration across sectors helps ensure that museum activities are safe and viable for all participants.

*What forms might this collaboration across sectors take?*

## Idea 9 Connect with experts in different sectors

### IDEA

It is important for museum professionals to make the public aware of the limits of their expertise. Any activities or initiatives around mental health topics must be approached with precaution, and museums are advised to work in partnership with health-care and other professionals. For instance, the humanitarian sector (including local organizations) has extensive expertise in working with communities with vastly different cultural backgrounds and often traumatic experiences, and in establishing non-judgemental, caring and empowering dialogues around difficult and sensitive topics. Museum staff can, for example, draw on this expertise in their public engagement and outreach initiatives.

### PRACTICAL MEASURES

- Clarify the limits of museum staff's expertise and responsibilities, and communicate this clearly to the public and to project participants.
- Invest in building extensive partnerships with health professionals, involve them

regularly in specific projects and publicly credit them in all museum outputs.

- As a general principle, and especially when working with demanding projects/topics/participants/situations, introduce “catch-up” or “buffer” meetings, or annual retreats for museum staff; these can be horizontal – i.e. among staff members (a debrief of a project's emotional dimensions) – and/or include one-to-one meetings with the museum leadership to discuss feelings, difficulties, solutions, and insights gained.
- Work with organizational psychologists, professional and personal development coaches, or other therapists, on a consultancy basis.
- Have one or more staff members trained in basic psychological support or peer support; these employees could also become the main contact point for, and link to, specialized health-care professionals and other expert resources available locally.

# Idea 10

## Strive to be a caring institution

### FACT / OBSERVATION

We tend to approach mental health in a discrete, compartmentalized manner, as a problem to be fixed. But mental health is a continuum – an open-ended work in progress. Mental well-being is therefore not an achievement or a point of arrival, but an ongoing journey, one that we embark upon as individuals, as a society and as institutions. As public, social institutions, museums are called upon to acknowledge, respect and value all forms of neurodiversity and emotional diversity (emodiversity) in society. In other words, they should understand that every individual has a unique way of experiencing and interacting with the world and, therefore, that everyone has different cognitive and emotional responses to it.

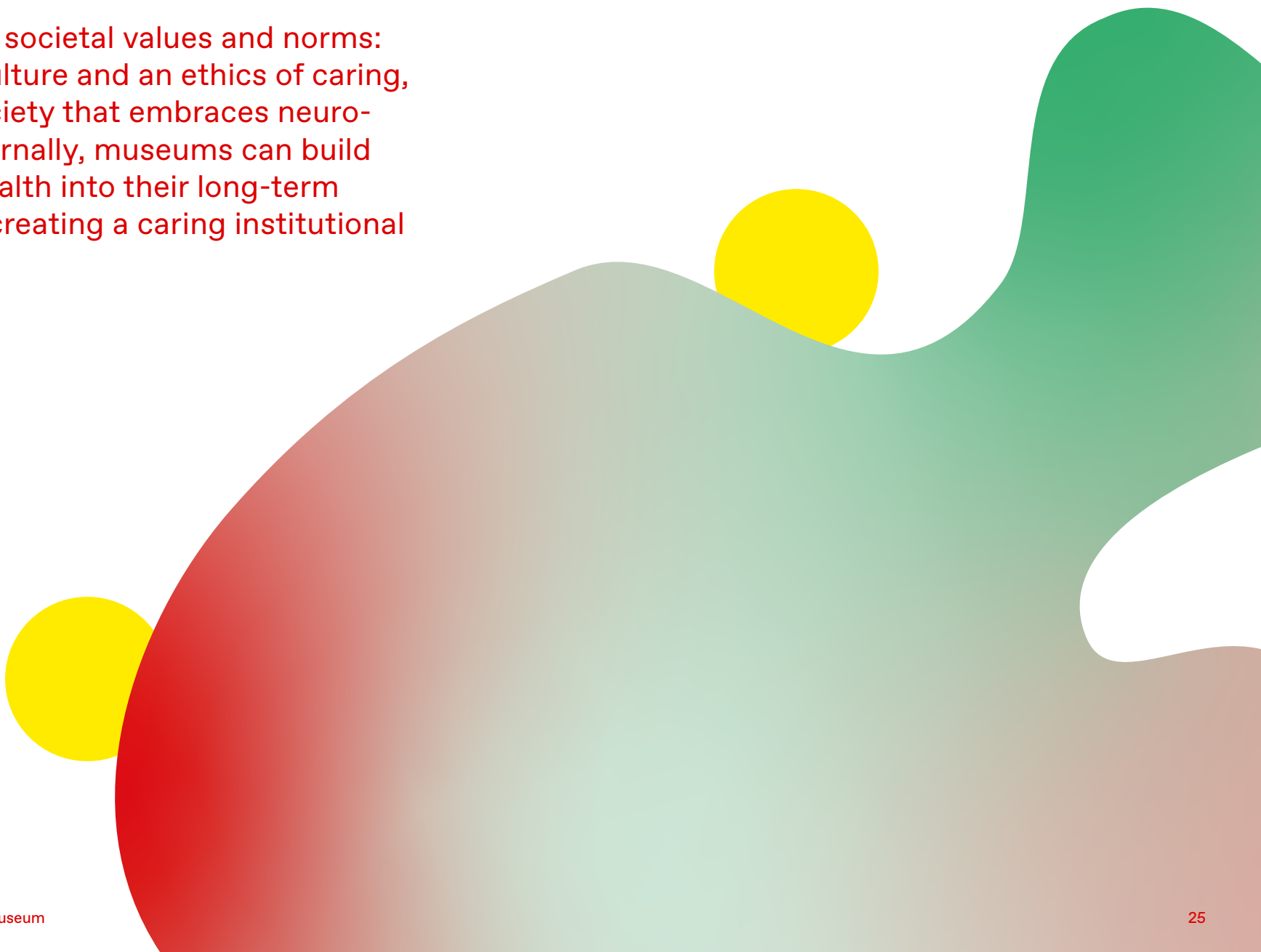
***How can museums foster neurodiversity and help promote individual and societal mental well-being?***



## Idea 10 Strive to be a caring institution

### IDEA

Museums can change societal values and norms: they can promote a culture and an ethics of caring, helping to shape a society that embraces neuro- and emodiversity. Internally, museums can build concern for mental health into their long-term vision, with a view to creating a caring institutional culture.



## Idea 10 Strive to be a caring institution

### PRACTICAL MEASURES

- Have the museum leadership proactively promote an institutional culture that strives to dismantle “threshold fears” and hierarchical, social or intellectual barriers among employees.
- Stipulate a “social contract” with employees, based on jointly identified and shared values and objectives, under which team members are empowered to propose and measure their individual contributions, as well as to speak up about difficulties.
- Explicitly communicate that it is okay not to know everything, to express a different point of view, to change things, and to experiment and make mistakes without fear of blame; maintain a light mood and positive outlook, and stress that nobody should take themselves too seriously, so that everyone, regardless of their background and experience, feels welcome and legitimized to contribute their voice.
- Consider establishing a Young Advisory Board to encourage young voices to participate in museum work in a spirit of self-belief and an atmosphere of psychological safety in the workplace.
- Develop awareness of neuro- and emodiversity and build this into all aspects of museum work, including spatial planning (creating spaces for socialization and quiet reflection), the images, stories and values conveyed (framing neurodiversity in positive terms), and recruitment strategies (proactively incorporating neurodiversity considerations into hiring practices).
- Build collaborative relationships with artists, therapists, journalists, researchers, lay practitioners and other specialists who can mediate between experts and the wider public, and between the individual and the collective.

## Bios

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### Marzia Varutti

Marzia Varutti is a museologist and cultural historian with expertise in affect and emotions. Her research explores the interrelations between museums, emotions, ecology and well-being. This has brought her to write on an eclectic range of topics, from finding awe and wonder in museums to mourning ecological losses, and from the arts and crafts of the Indigenous peoples of Taiwan to cultivating ecological awareness through poetry. After holding academic positions at the University of Oslo, Norway and the University of Leicester, UK, Marzia Varutti is now based at the Swiss Center for Affective Sciences at the University of Geneva.

## Bios



View of the exhibition “Petrit Halilaj (Unfinished Histories)” © Zoé Aubry

### The International Red Cross and Red Crescent Museum

The International Red Cross and Red Crescent Museum asks a central question: how does humanitarian action affect us all, here and now? In order to reflect on this question with its visitors, it invites artists and cultural partners to examine the issues, values and the current situation of humanitarian action. It thus asserts itself, in an open, agile and warm manner, as a place of memory, creation and debate.

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## Online resources

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**Minneapolis Institute of Art,  
Center for Empathy and the Visual Arts**  
<https://new.artsmia.org/empathy>

**The Neurodiverse Museum**  
<https://theneurodiversemuseum.org.uk/>

**Pang, A.S-K., “How to rest well”**  
<https://psyche.co/guides/how-to-rest-well-and-enjoy-a-more-creative-sustainable-life>

## Speakers who took part in the “Let’s Talk about Mental Health” talks

- **Rémy Barbe**, head physician, Hospitalization Unit, Child and Adolescent Psychiatry Service (SPEA), Department of Women, Children and Adolescents, Geneva University Hospital
- **Yan Duyvendak**, artistic director and project manager, La Manufacture, Lausanne
- **Niamh Fahy**, peer mental health practitioner, coordinator, and course co-trainer and co-creator, Geneva Recovery College
- **Valérie Gorin**, historian and sociologist; head of learning, Geneva Centre of Humanitarian Studies
- **Marta Hegyaljai Python**, former ICRC delegate; president and co-founder, Association Hypnose Humanitaire (AHH)
- **Christoph Hensch**, co-founder, CoCreate Humanity
- **Khashayar Javanmardi**, documentary photographer
- **Natacha Koutchoumov**, former co-director, La Comédie de Genève
- **Marcos Moyano**, mental health advisor, Médecins Sans Frontières (MSF)
- **Daniela Ogliastrì**, clinical psychologist and expert in global mental health and psychosocial support
- **Richard Raemy**, mental health first aid instructor; school and career guidance counsellor
- **Coline Rapneau**, sexual exploitation, abuse and harassment case manager, CHS Alliance; certified professional Co-Active coach
- **Sofia Ribeiro**, mental health and psychosocial support officer, International Federation of Red Cross and Red Crescent Societies (IFRC)
- **Guglielmo Schinina**, head, Global Section for Mental Health, Psychosocial Support and Intercultural Communication, International Organization for Migration (IOM)
- **Nelly Staderini**, sexual and reproductive health and sexual violence adviser, Médecins Sans Frontières (MSF)
- **Donna Williams**, founder, Emergencyoga and Donna Williams Wellbeing; regional head of resource mobilization, former International Committee of the Red Cross (ICRC)
- **Adrien Zerbini**, science journalist, Radio Télévision Suisse (RTS)

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