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[www.sheltermedicine.com](http://www.sheltermedicine.com)

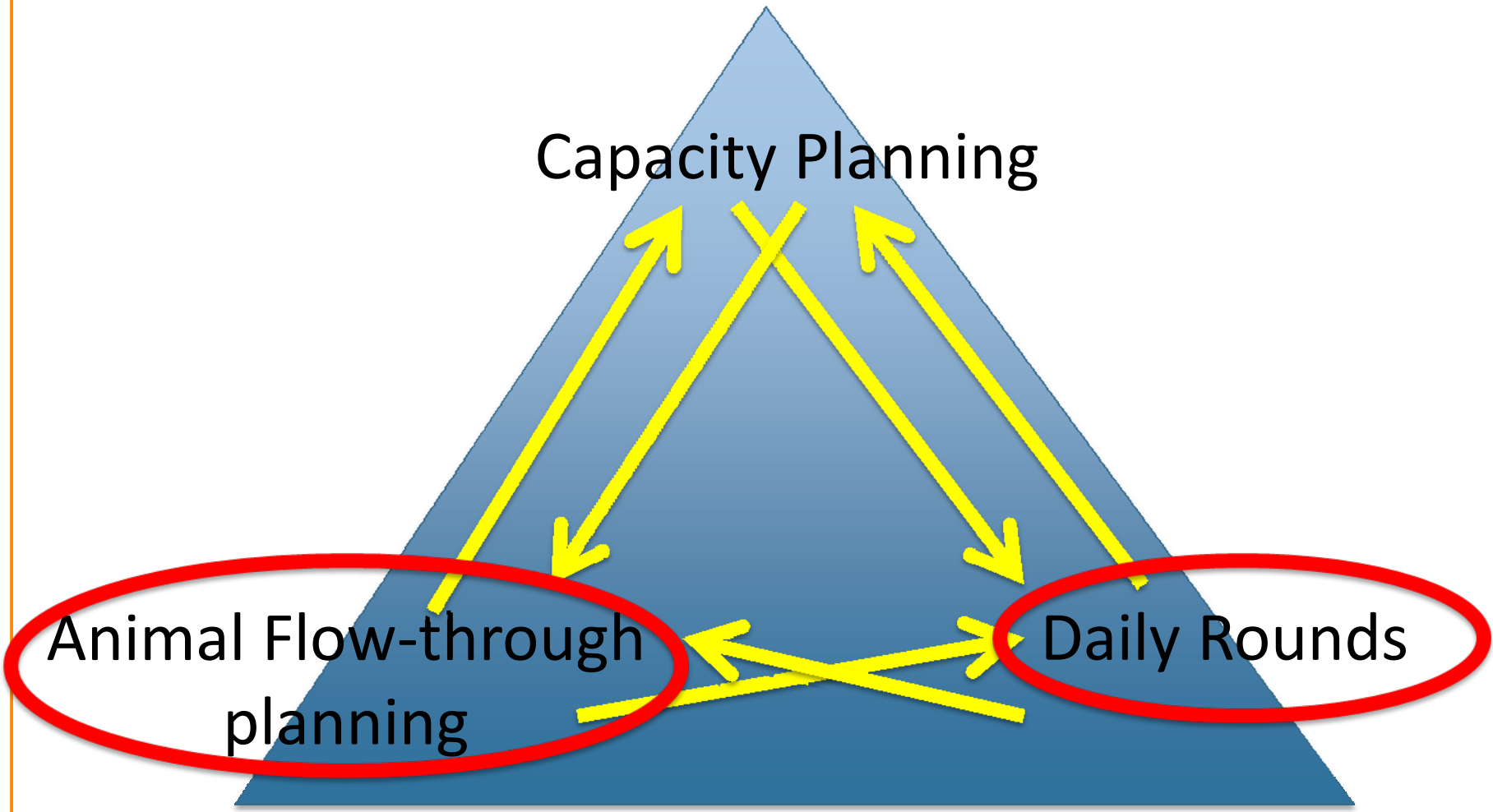
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# Daily Rounds: How to Decrease Length of Stay

“Just the Way to Start Your Day?”



# Population Management Tools



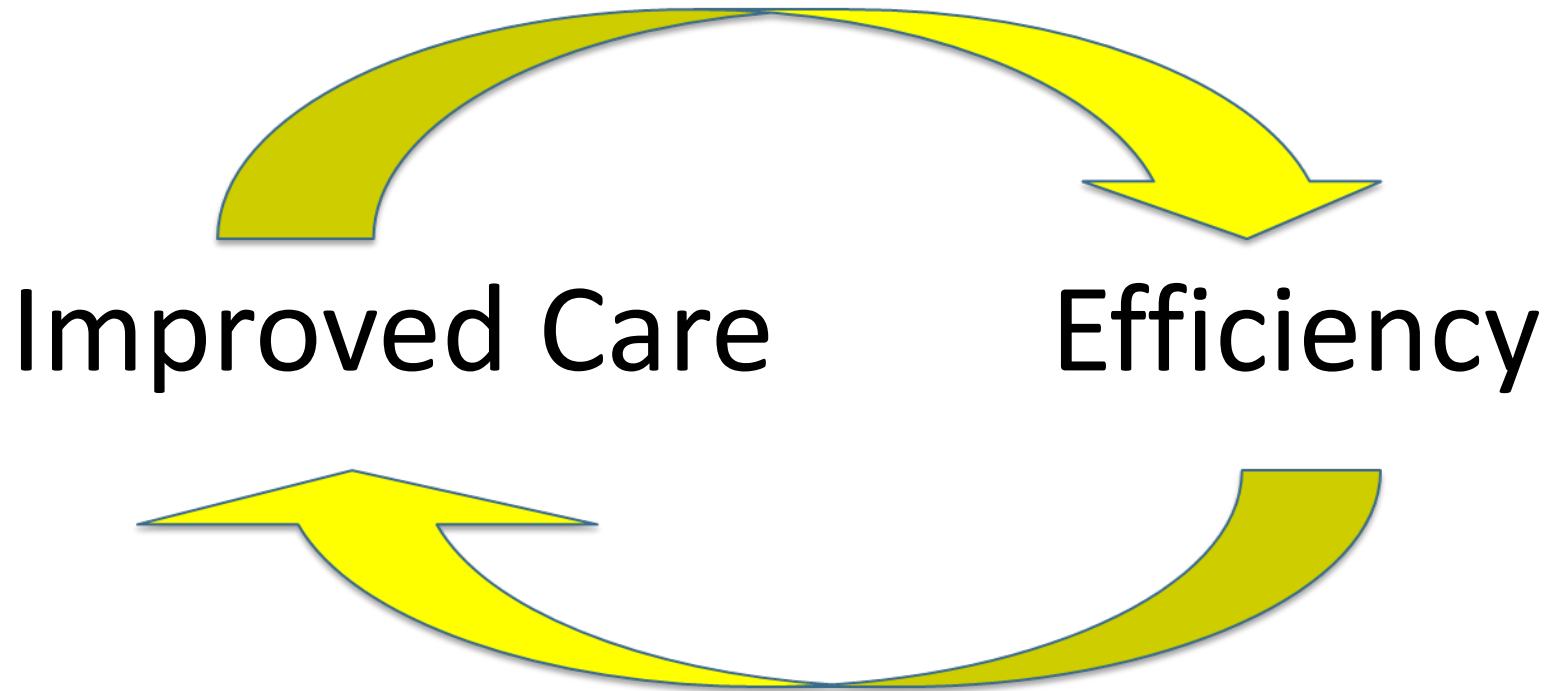
# Daily Rounds

# Primary Goals

- ❑ Excellent quality of care
- ❑ Minimize length of stay through efficient practices
- ❑ Maximize life saving capacity!



# Why efficiency?



# Who benefits?



or



or

Foster homes

or

Rescues



# And...

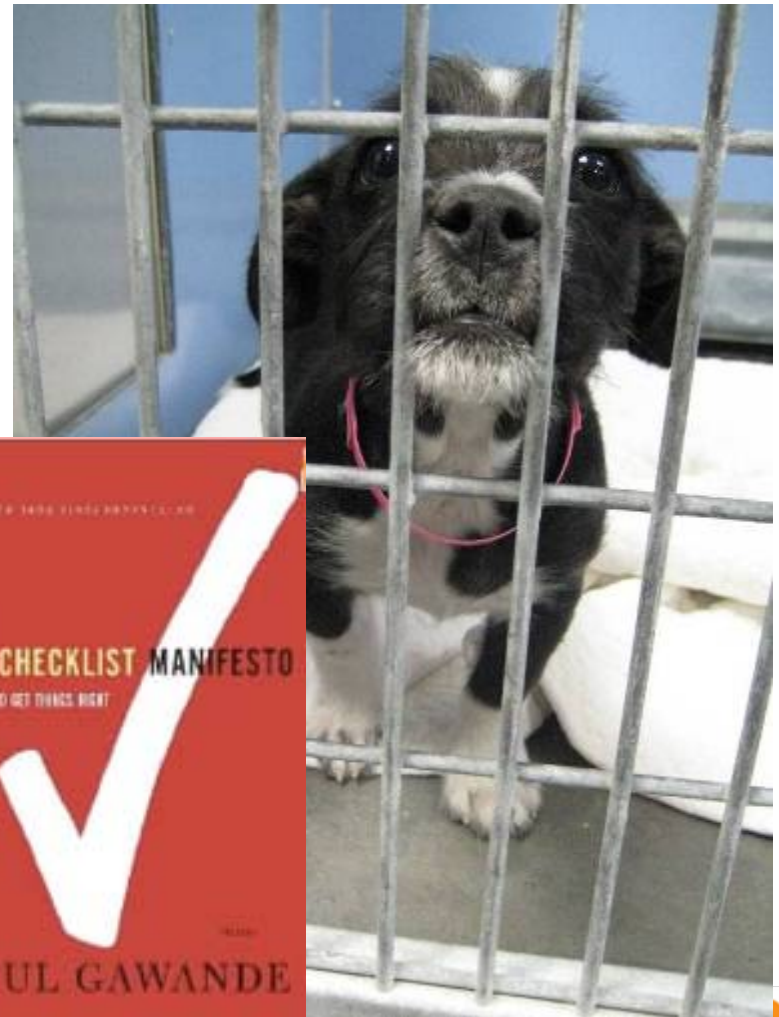


“Shelley”



# What can I do for you today?

- Who are you?
- How are you?
- Are you where you need to be?
- Do you need something today?
- Do you need something scheduled?



# Who does daily rounds?



- Shelter staff
- Shelter veterinarian
- Shelter / Kennel manager
- Field services supervisor
- Shelter director
- Adoptions coordinator
- Foster coordinator
- Foster parent
- Other volunteers

# Who does Daily Rounds?

- Veterinary involvement in population management is ideal
- Knowledge, training, and authority to make decisions
- Support staff for follow up
- System to communicate and follow through on decisions and required actions
- Accountability

# Rounds Team

- ❑ Someone from each department
- ❑ More than one person
- ❑ Day to day consistency
- ❑ Shared responsibility



# Dane County Humane Society Rounds Team

- Animal Care
- Animal Medical Services
- Adoptions
- Veterinarian



# Hillsborough Co – HART

- ❑ Humane And Responsible Team
- ❑ HART is composed of 2 employees of the following sections:
  - ❑ Shelter, Field, Veterinary Services and Volunteer Section.
  - ❑ The manager of each section designates which employees will serve in the HART.
  - ❑ The daily HART walks will require one representative from each section but scheduled HART meetings will require two representatives of each section.
  - ❑ If a section has no representative for a daily walk, the section foregoes the walks but will support the HART decisions for that day.
  - ❑ Vet services will have a third back-up for rescue purposes.
  - ❑ The HART decisions are final.



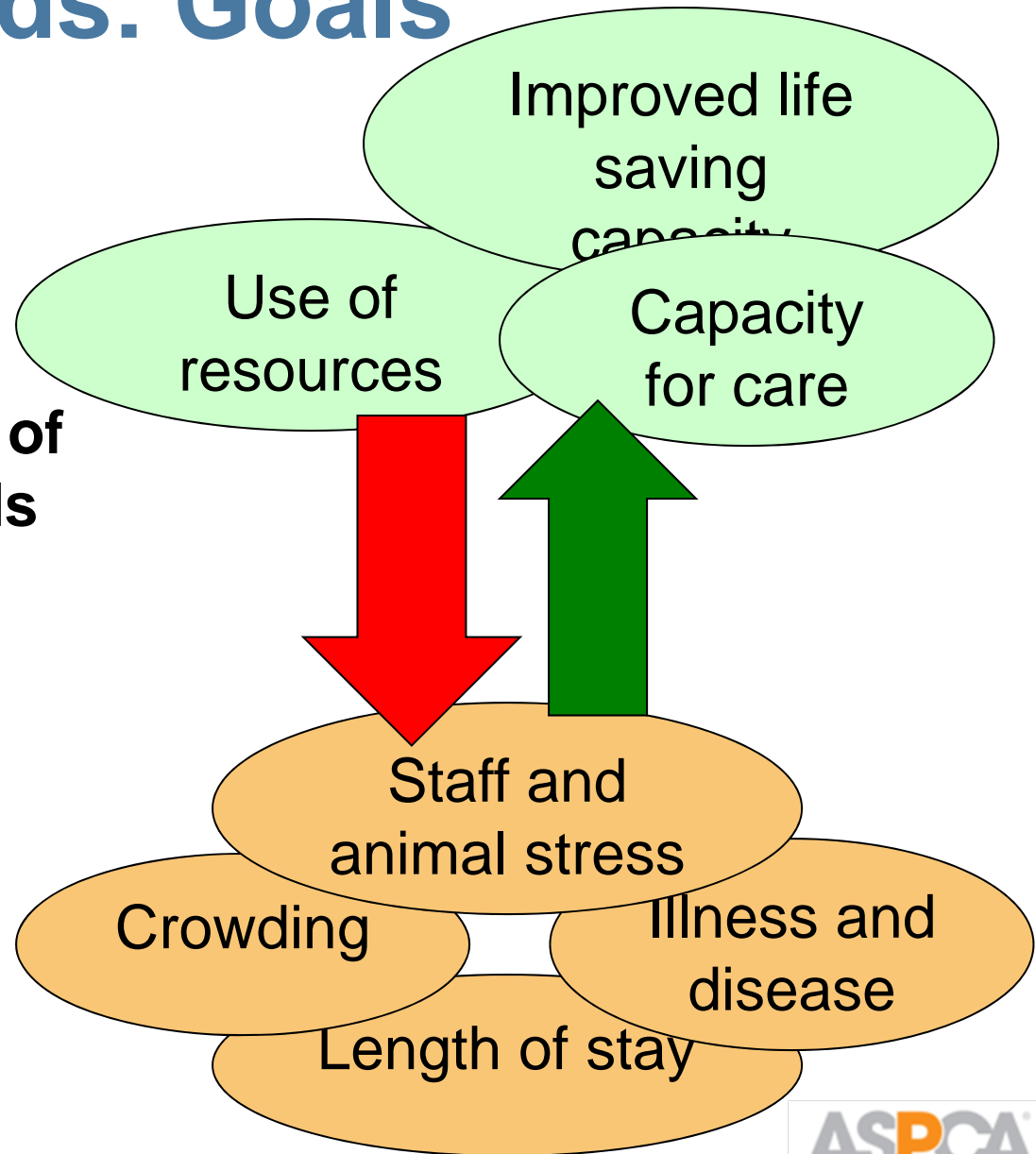
# Daily Rounds: Goals



☐ **Early recognition of problems or needs**



☐ **Prompt animal evaluation and movement**

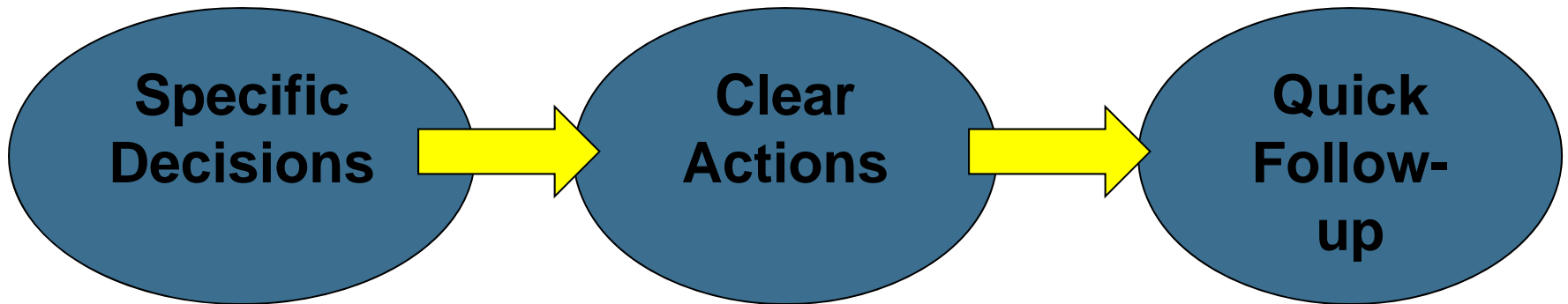




# Daily Rounds: Priorities

## Timely Care

- ❑ Clear and **specific decisions** made on or before due out date (end of holding period)
- ❑ Any follow up must have **clear actions** defined with deadlines
- ❑ Deadlines for **follow up** must be within a short period following the due out date



# Early identification of problems

- Welfare
- Disease control
- Staff/Public Safety
- Animal Safety
- Intervention planning
- Need to go home**



# Animal Care Days and Length of Stay

- Effect on individual animal health
- Effect on daily population
- Effect on pressure to comingle
- Foster rescue program capacity to receive/rescue

# Length of Stay

Risk of Problems



Time in Shelter

*\*Edinboro CH, Ward MP, Glickman LT. Prev Vet Med. 2004 Feb 26;62(2):89-99. A placebo-controlled trial of two intranasal vaccines to prevent tracheobronchitis (kennel cough) in dogs entering a humane shelter.*

# Daily Rounds Basic Checklist

- ✓ Census
- ✓ Identification
- ✓ Paperwork
- ✓ Wellbeing
  - ✓ Health
  - ✓ Behavior
- ✓ Housing
  - ✓ Area
  - ✓ Type
- ✓ Current needs
- ✓ Pathway
- ✓ Dates and schedule

# Daily Census Audit

- ❑ “Inventory” auditing system
- ❑ Check all locations
- ❑ All accounted for in shelter
- ❑ All accounted for in the computer
- ❑ Start with intake area

Active Animals: 15

Location	Subgroup	Animal ID	Status	Date	Sex	Breed	Remarks
Cat	Adopting	52050000	Active		M	N	Cat
Adopting	Cat	52050000	Active	15/22/12	M	N	Cat
Cat	Adopting	52050001	Active		F	N	Cat
Cat	Adopting	52050002	Active		M	Y	Cat
Cat	Adopting	52050003	Active		F	N	Cat
Cat	Adopting	52050004	Active		F	N	Cat
Cat	Adopting	52050005	Active		F	N	Cat
Cat	Adopting	52050006	Active		F	N	Cat
Cat	Adopting	52050007	Active		F	N	Cat
Cat	Adopting	52050008	Active		F	N	Cat
Cat	Adopting	52050009	Active		F	N	Cat
Cat	Adopting	52050010	Active		F	N	Cat
Cat	Adopting	52050011	Active		F	N	Cat
Cat	Adopting	52050012	Active		M	N	Cat
Cat	Adopting	52050013	Active		M	Y	Cat
Cat	Adopting	52050014	Active		M	Y	Cat
Cat	Adopting	52050015	Active		M	Y	Cat



# Animal Identification



Neckbands or collars on all animals  
Cage cards on all kennels



# Cage Cards and Animal Information

<u>Kennel No:</u> <b>LFB142</b>	<u>Animal No:</u> <b>A198772</b> 			
	<u>Name:</u> <b>UNKNOWN</b>	<b>IN ESTRUS</b>		
	<u>Color:</u> <b>WHITE &amp; BROWN</b>			
	<u>Breed:</u> <b>PIT BULL</b>			
	<u>Sex:</u> <b>FEMALE</b>	<u>Age:</u> <b>3 YR 0 MO</b>		
	<u>Collar Color:</u>	<u>Collar Type:</u>	<u>Tag:</u>	
	<u>Markings:</u>			
<u>Intake Date:</u> <b>01/23/2007</b>	<u>Review Date:</u> <b>01/26/2007</b>	<u>Intake Type:</u> <b>STRAY / FIELD</b>	<u>Intake By:</u> <b>1901</b>	<u>Intake Time:</u> <b>10:05 pm</b>
<u>Found @ / Comments:</u> <b>1113 MALIBU SANDS</b>				
<u>Scanned By:</u> _____ <u>Intake Shots:</u> _____ <u>Moved By:</u> _____				

# DCHS Cage Cards

<b>NAME</b>		<b>#</b>		<b>ADMITTED DATE</b>	<b>NEUTERED</b>	<b>SPAYED</b>
					<input type="checkbox"/>	<input type="checkbox"/>
<b>COLOR</b>			<b>AGE</b>	<b>SEX</b>	<b>BREED/TYPE</b>	
<b>STRAY / ABANDONED</b>				<b>SURRENDERED / RETURN</b>		
<b>CULTURE:</b>	<b>WOODS: + / -</b>	<b>HAIRLOSS:</b>		<b>BC: <u>Y</u> / N _____ (date of bite)</b>		
<b>ADMITTED:</b>		<b>TESTED:</b>	<input type="checkbox"/>	<b>Holds: FINDER'S / LAST Med OK _____</b>		
<b>WEIGHT:</b>	<u>kgs/lbs</u>	<b>DECLAWED:</b>	<b>FRONT</b>	<b>FOUR</b>	<b>DIET</b>	
			<input type="checkbox"/>	<input type="checkbox"/>		
<b>MICROCHIP: + / -</b>		<b>LETTER SENT:</b>				

NAME		#A2053 8552		ADMITTED DATE	7/23	NEUTERED	<input checked="" type="checkbox"/>	SPAYED	<input type="checkbox"/>
COLOR		black		AGE	SR	SEX	M	BREED/TYPE	
				DSH					
STRAY / ABANDONED				SURRENDERED / RETURN					
Main St Deforest									
CULTURE		4/23 WOODS: + <input type="radio"/>		HAIRLOSS: ears		BC: Y / N _____ (date of bite)			
ADMITTED: 7/23		TESTED: <input type="checkbox"/>		Holder: <u>FINDER'S</u> / LAST		Med OK: <u>YES</u>			
WEIGHT: 4.070 lbs		DECLAWED: <input checked="" type="checkbox"/>		DIET		7/25 <u>WSgf/M</u>		<u>DB</u>	
MICROCHIP: + <input type="radio"/>		LETTER SENT: <input checked="" type="checkbox"/>							

# Facilitating Daily Rounds: Daily Monitoring

- ❑ Daily monitoring supports animal care and decision making

DAILY MEDICAL EVALUATION FORM												
NAME _____	BOOKING # _____	INC. DATE _____										
COMMENTS: _____												
DATE												
INITIALS												
APPETITE												
Special diet:												
Good												
Average												
Not eating												
STIMULUS												
Normal												
Laxer												
Diarrhea												
Hoarse												
None												
Fecal/urine (see below for details)												
Flurry/urine												
URINE												
Normal												
Excessive												
Strong odor												
Hoarse												
Straining												
None												
VOMITING												
Food												
Bile												
Harsh												
Hoarse												
COUGHING												
SNEEZING												
Clear												
Yellow												
Green												
Hoarse												
EYES												
Clear discharge												
Purulent												
Reddened												
swollen												
REC'D RESULTS & DATE: _____												

DAILY BEHAVIOR EVALUATION FORM FOR DOGS												
NAME _____	BOOKING # _____	INC. DATE _____										
DATE												
INITIALS												
OVERALL BEHAVIOR												
Friendly												
Outgoing												
Neatly tidy												
Vocal												
High energy												
Calm												
Listless/depressed												
Good												
Aggressive												
Aggressive toward dogs (through kennel)												
CLEANLINESS OF KENNEL												
Completely clean												
Somewhat clean, but not deep clean												
Somewhat messy												
Scrouged												
BEDDING TOYS												
Bedding is used, clean/hoarse												
Bedding is ripped to pieces												
Bedding has urine/stains on it												
Bedding pushed away/guarded												
Has beds been chewed												
Enjoys playing with toys												
Favours toy to:												
KENNEL STRESS SIGNALS												
Sprints in cage												
Scrouts from all over kennel												
Appears depressed												
Hides in cage/shed												
Barks excessively												
Bounds off kennel walls												
Never settles down												
BARKING IN KENNEL												
Harsh barks												
Constantly barks												
Excitement barks												
Attention barks												
Alarm barks												
Viciously barks												

# Group housing rounds

- Monitor during feeding time / enrichment feeding
  - Appetite?
  - Conflicts around food?
  
- Hands on / out of hiding
  
- Specific checks
  
- Weekly weight checks





# Animal observation



# Every animal, every day

- Illness?
- Stress?
- Appearance?
- Appetite?
- Attitude to passers by?
- Health or behavioral red flags





# Infectious disease **red flags**

- Bloody or severe diarrhea
- Vomit or diarrhea with other signs of disease
- Neurological signs
  - Including eyes
- Oral ulcers with fever or swelling
- Circular patches of hair loss
- Dead in cage – always check for parvo/panleukopenia

<http://www.aspcapro.org/stay>

<http://www.sheltermedicine.com/node/303>

# Behavioral red flags

- Trembling/shaking
- Frozen or tense/stiff body posture or cowering into corners/gutters etc. for more than 1 hour (e.g. see below)
- Pressing or facing into the corner of the enclosure (e.g. see below)
- Constant or frequent growling, hissing, or lunging at the front of the cage
- Failure to eat for more than 24 hours, with medical causes ruled out
- Efforts to escape to the point of self-injury, e.g. blood on mouth or paws from chewing or clawing to escape
- Severely messing up or destroying cage (e.g. overturned litterbox, food or water dishes; feces and urine smeared everywhere)
- Eliminating outside the litter box within the shelter environment (as opposed to history of inappropriate elimination)
- Stereotypic behaviors such as repetitive pacing, spinning or lunging
- For group housed animals (including littermates and “bonded pairs”)
- Food guarding or inability to access guarded food within the enclosure
- Attacking or being attacked by another animal within the enclosure

# Emergency red flags

- Fever > 106.5 or temperature < 99
- Severe dehydration
- Severe lethargy/non-responsive to stimuli
- Trouble breathing
- Seizures
- Blue, very pale or brick red gums
- Recent history of being hit by a car
- Acute severe lameness or injury with bone exposed
- Major wounds or any fresh wound requiring sutures
- Injury to the eye
- Bleeding or extensive, easy bruising
- Suddenly swollen abdomen
- Cat with possible urinary blockage (unable to urinate or straining to urinate)
- Pregnant animal in distress
- Evidence of pain, such as restlessness, vocalizing, panting, or failure to bear weight on a limb, or any condition that would be expected to be painful

<http://www.aspcapro.org/stay> <http://www.sheltermedicine.com/node/302>

# Every animal, every 2 weeks (at least)

- Out of the kennel
- Hands on interaction
- In for check from foster care?
- Weight loss/gain
- Sores / matts
- General health
- General behavior
- Overall well being



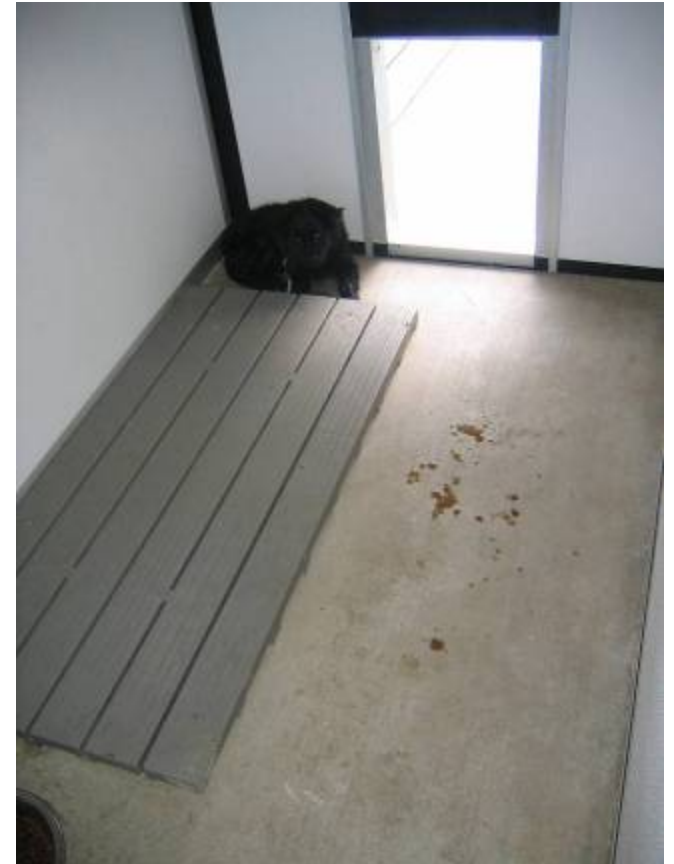
# Longer term

- Vet exams twice each year
- More often if problems are identified
- Veterinary evaluation as needed for appropriate case management for animals who are:
  - Geriatric
  - III
  - Debilitated

*-ASV Guidelines for Standards of Care*

# Housing Area

- Condition
- Evidence of illness
- Appropriate housing for time period
- Stretch to full body length?
- Hard or soft surfaces?
- Toys?
- Contact with animals and humans
- Exercise



# Daily Rounds: Monitoring for Illness

*Are you  
looking at  
me?*



- Injuries or need for immediate care
- Vigilance may vary with level of disease
- Response to suspects?

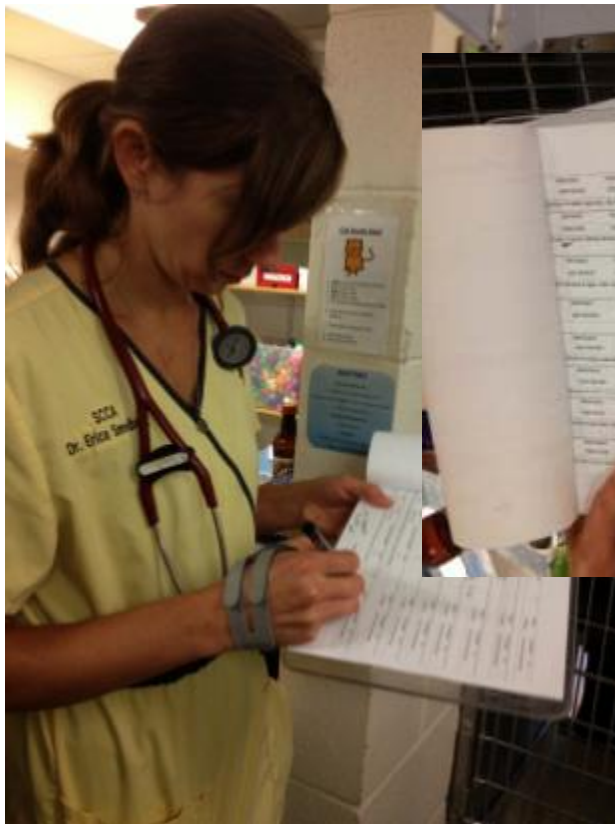


# Plan for Intervention

- Written protocols for how to respond
- Care and welfare of sick animals
- Protecting the group
- Community interactions?



# Medical Rounds / “Med boards”



# Medical Rounds

**DCMS URI Treatment Log**

Booking # 2024577      Tracking Sheet Done       Entered in Computer

Age K YA (A) S      Treatment Start      / /      / / /

Description/Name Lenny      Location      / / /

Treatment Initiated By \_\_\_\_\_      Location      / / /

Weight (kgs) \_\_\_\_\_      Date weight taken \_\_\_\_\_      Location 1      Location 2      Location 3      Location 4

URI signs observed over a length of illness

	Date	S	S	S	S	S	S	S	S
URI Score (0,1,2,3)	5/26	5							
Eye Score (0,1,2,3)	2	Yellow							
Mouth Score (0,1,2,3)	0								
Nasal Ulcers (Y/N)	N								
Hydration Status (0,5,-8)	0								
Attitude (BAF, QAR)	B								
Water Consumption(+,-)	+								
Appetite(+,-)	+	All							
Feces(+,-) (N,L,D,BD)	N								
Urine(+,-)	+								
Coughing/Trach Sounds(Y,N)	N								
Other									

Treatment Medication/Dosage/Freq

	Am	Pm	Am	Pm	Am	Pm	Am	PM	Am	PM	Am	Pm	Am	Pm
Clindamycin 25mg / tab PO	CP													
1010 X 14 A														
Baytril 227mg 3/4 tab PO	CP													
510 X 14 A														

Outcome Date      / /

Outcome:    Recovered     Adopted     Foster     Euthanized     Died

# Urgent clipboard

Date	Location	Booking Number	Description	Problem	Requester Initials	Diagnosis / Treatment / Plan	Seen by	Entered	Re-check

- Paired with verbal report
- Checked constantly throughout the day

# Detection Difficulties



## Disease

- Incubation
- Infection may precede clinical signs
- Inapparent Carriers
- There may never be clinical signs

## Stagnation

- Missing Paperwork
- Incorrect or incomplete information
- Difficult to access information



# What's missing?

**CATS**

NAME: Kenny Booking # 2032527 First Cl. 7/12 V2M balling

Description: yoag 7/5 No Ball 7/4 can 7/5 gf/cc = ball

DATE	<u>6/28/12</u>	<u>7/5/12</u>	<u>7/14/12</u>
INITIALS	<u>M</u>	<u>M</u>	<u>M</u>

APPETITE - Dry

Good	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Average	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nothing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No Eating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KEY: Digestion Appetite Neutering Emetic eating

VOL INITIALS: M M M M

APPETITE - Cat: 0000 XXXX

STOOLS

Normal	<input checked="" type="checkbox"/>
Loose	<input type="checkbox"/>
Diarrhea	<input type="checkbox"/>
Sticky	<input type="checkbox"/>
Worms	<input type="checkbox"/>
Dry	<input type="checkbox"/>
None	<input checked="" type="checkbox"/>

URINE

Normal	<input checked="" type="checkbox"/>
Excessive	<input type="checkbox"/>
None	<input checked="" type="checkbox"/>

VOMITTING

Foal	<input type="checkbox"/>
Stix	<input type="checkbox"/>
Herbal	<input type="checkbox"/>
Clear	<input checked="" type="checkbox"/>
Sticky	<input type="checkbox"/>
Yellow	<input type="checkbox"/>
Coughing	<input type="checkbox"/>

EYES

Discharge	<input type="checkbox"/>
Red/Swollen	<input type="checkbox"/>

TEMPERATURE

98.0	<input checked="" type="checkbox"/>
98.5	<input checked="" type="checkbox"/>
99.0	<input checked="" type="checkbox"/>
99.5	<input checked="" type="checkbox"/>
100.0	<input type="checkbox"/>

TEMPERAMENT

Friendly	<input checked="" type="checkbox"/>
Active	<input checked="" type="checkbox"/>
Calm/Sleeping	<input checked="" type="checkbox"/>
Scared	<input checked="" type="checkbox"/>
Meows/Growls	<input checked="" type="checkbox"/>
Microw/Purrs	<input checked="" type="checkbox"/>
Hides	<input checked="" type="checkbox"/>

LITTERBOX

Uses Box	<input checked="" type="checkbox"/>
Elim outside of box	<input checked="" type="checkbox"/>
Spill outside of box	<input checked="" type="checkbox"/>
Top Box	<input type="checkbox"/>

BEDDING

Bedding is clean/soft	<input checked="" type="checkbox"/>
Bedding is in enclosure	<input checked="" type="checkbox"/>
Paper is sh	<input checked="" type="checkbox"/>



NAME: Lenny # A2032 ADMITTED DATE: 6/27 NEUTERED:  SPAYED:

4527

SEX: Boy BREED/TYP: DSH

STAY / ABANDONED: Surrendered RETURN

New Baby

CULTURE: 6/28 WOODS + (O) HAITI BC: T/O (Date of test)

ADMITTED: 6/28 TESTED  EMPHATIC / FACT MPS

WEIGHT: 3.5 DECLARED  7/5 WSJF/CC

+ like pcts! 7/14 GF/CC (SP)

# Cage side information

- Multiple locations
- Mobile computer work stations
- Confirm information
- Changes stages or status
- Record new findings

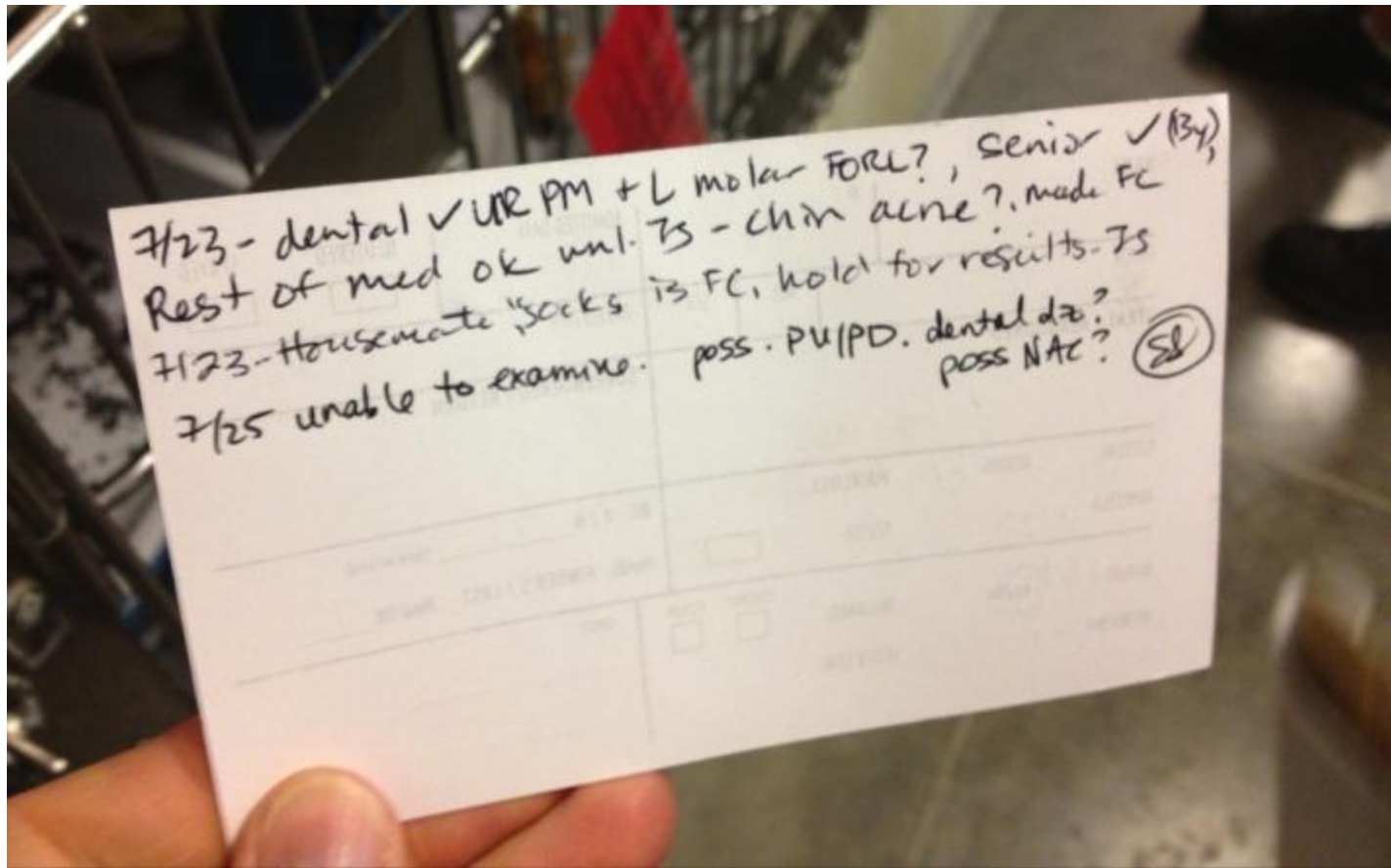


# Cage side information

NAME	Sable	#	A20525048	ADMITTED DATE	7/22	NEUTERED	<input checked="" type="checkbox"/>	SPAYED	<input type="checkbox"/>
COLOR	Grey	AGE	13y2	SEX	M	BREED/TYPE	DSH		
STRAY / ABANDONED		SURRENDERED / RETURN							
		Death of O							
CULTURE	7/23	WOODS	+ O	HAIRLOSS	chin	BC: Y/N		(date of birth)	PS
ADMITTED:	7/23	TESTED:	<input type="checkbox"/>	Holds:	FINDER'S / LAST	Med OK			
WEIGHT	4.64 kg/lbs	DECLAWED:	<input type="checkbox"/>	DIET	7/24 [SD/SD] 7/26				
MICROCHIP:	+ 10	LETTER SENT:	<input type="checkbox"/>						



# Cage side information



# Keep records!

- Record weights (daily)
- Food intake and elimination
- Record all treatments given
- Record all vaccinations site, route, serial numbers
- Record all tests
- Records should be readily accessible



# Public Paperwork

- Strengths identified?
- Problems appropriately identified for adopters / staff?
- Information about interventions or resolution?



I am a male / female:  kitten  young adult  adult  senior \_\_\_\_\_

I am:  front declawed  4-paw declawed  good with cats  good with dogs  good with kids

Markings: \_\_\_\_\_

More about me: \_\_\_\_\_

My name is: \_\_\_\_\_

# Daily Rounds: Monitor for Stagnation

What am I waiting for?



- Is this animal where it should be?
  - Disease
  - Behavior
  - Adoption
- Why is this animal still here?
- What does this animal need *today*?

# Follow Up: Action Steps

- Straight to adoption!
- Transfer of strays to appropriate holding facility
- Behavioral and/or medical assessment needed
- Spay/neuter surgery
- Medical procedures required before adoption
- Movement from isolation or quarantine post-recovery
- Rescue group contact and pick-up
- Finder contact
- Behavioral and/or medical care to alleviate suffering and improve adoptability
- Euthanasia – decision and performance



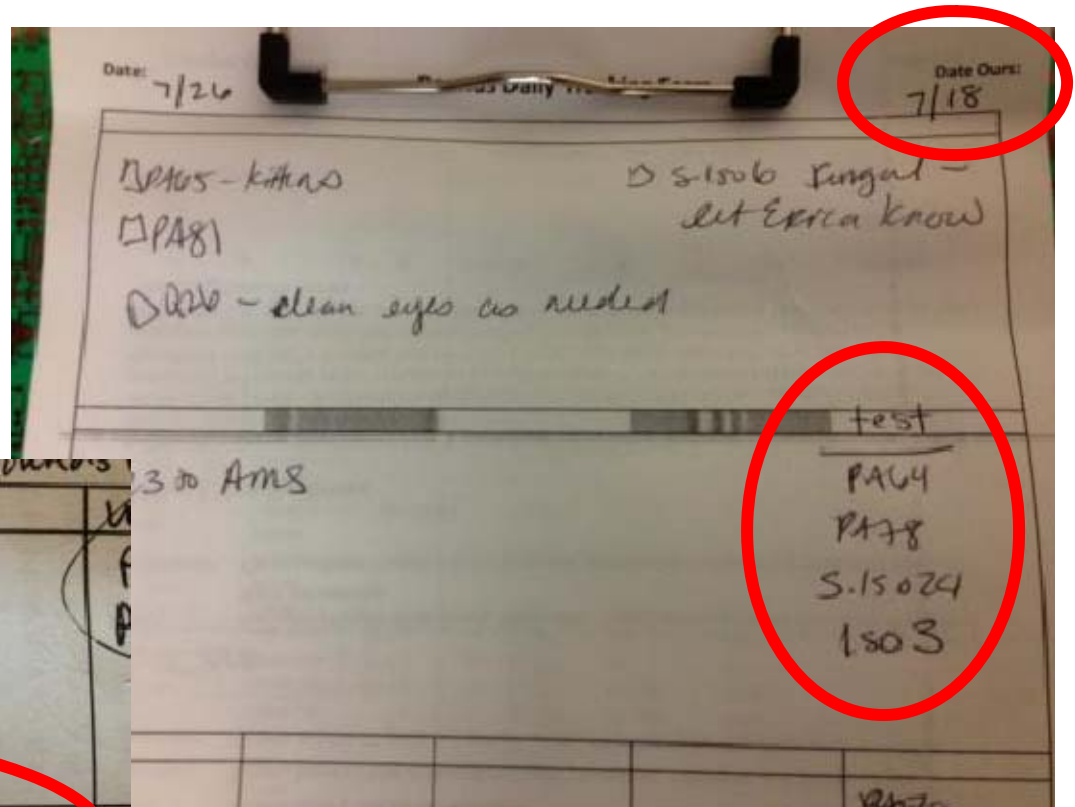
# Daily Rounds Action List

Date	Animal #	Cage #	Reason/Diagnosis	Action Required	Date Action Required	Requested by	Entered into computer	Date Completed

<http://www.sheltermedicine.com/node/387>



# Rounds notes



foster	AMS
PA65 SOC.	Q23
Q26 SOC.	
A 5 open cages	AC 1 open cages



# Follow-up Duties

## Rounds Follow-up Duties breakdown

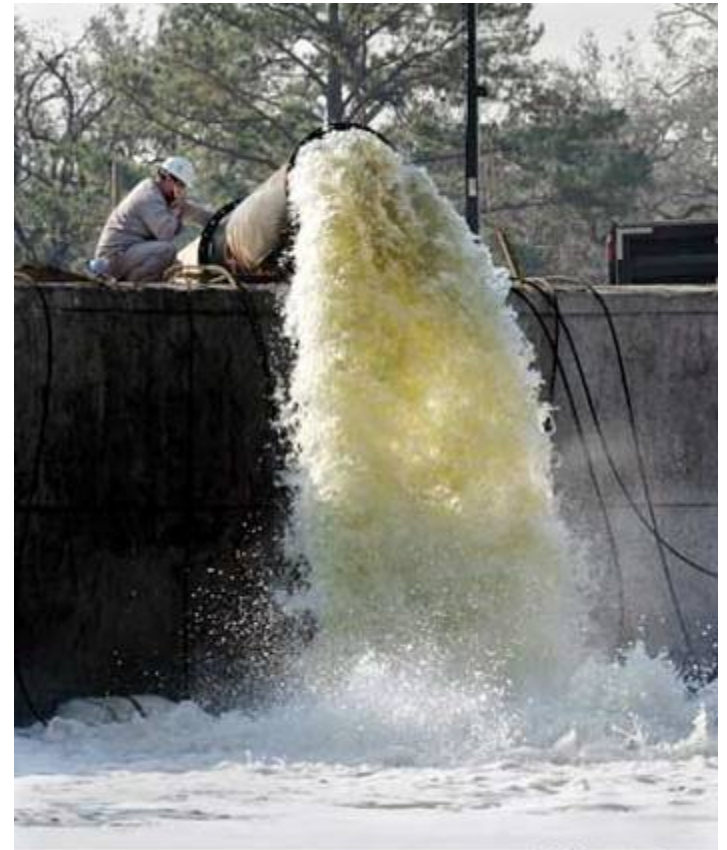
Some of these duties have been incorporated into the rounds walk through due to wireless internet and the laptop/cart. Investigation of anything PP related can be done while on rounds and cage cards updated promptly. Other lists still require tracking during rounds and post-rounds follow up.

### General

1. Make PetPoint changes: stages, sexes, names, locations, check holds.
2. Make test list but confirm these cats have not already been tested. Make sure that adoptable cats whose cards do not indicate a test has been done are actually tested, and update cage cards.
3. Investigate mysteries (e.g. strange surrender reasons, verify PC/stray letters, etc.) and record on cage card as needed.
4. Start cats on meds (if not moving to isolation) and ensure newly discovered URI cats have a green tag and a tracking sheet entry.
5. Add foster candidates to request log on g:drive and email group to notify of new additions.

Find more examples of follow-up duties at the end of the sample how to from Dane County Humane Society on [www.ASPCApro.org/stay](http://www.ASPCApro.org/stay)

# Flow-through Planning



AP / Steven Senne

# Flow-through

- Pre-intake planning and diversion
- Define pathways at intake
- Identify and ensure adequate capacity at critical flow-through points
- Check pathway each day at rounds
- Evaluate efficiency and quality of each pathway's service

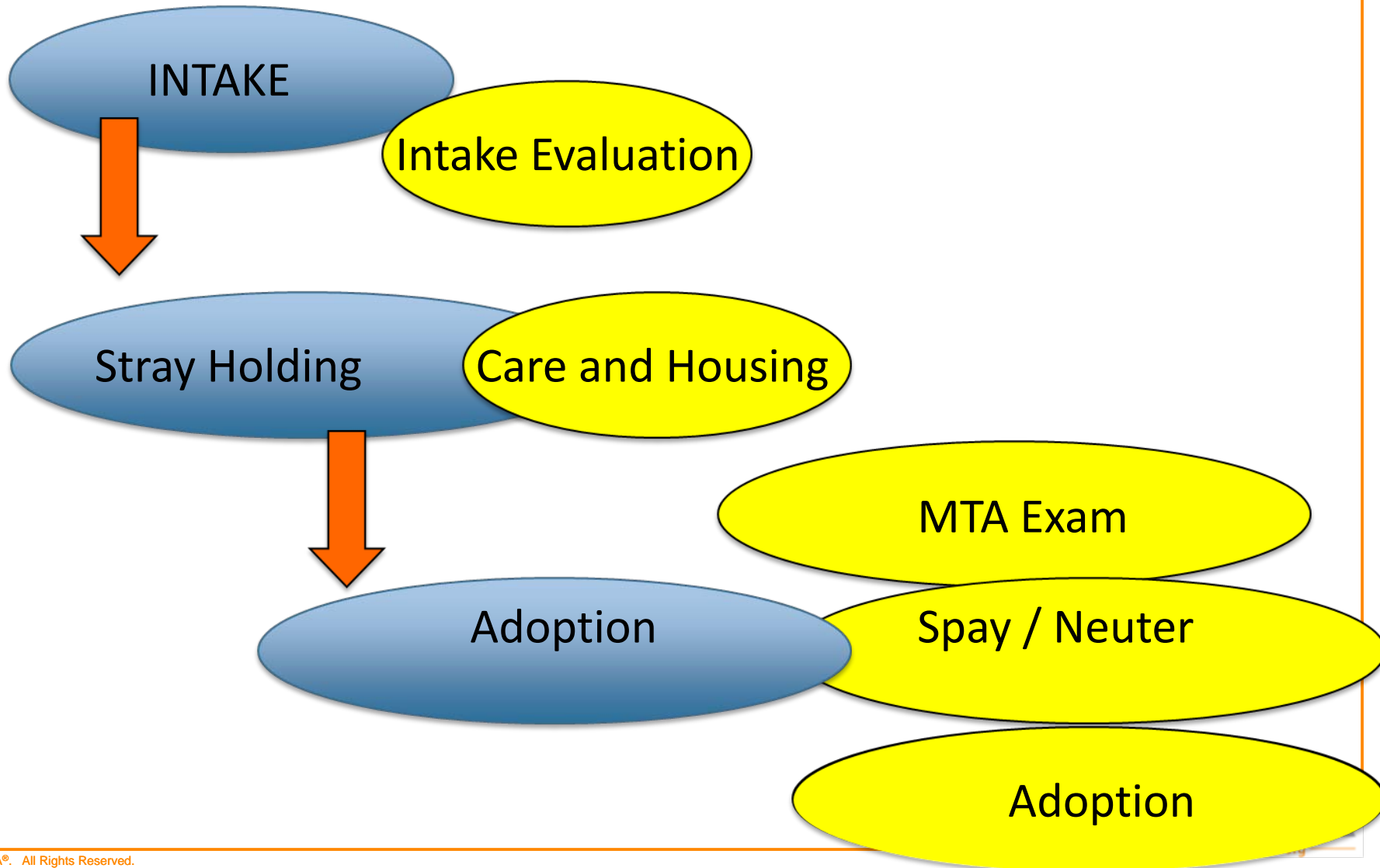
# Flow-through planning

## Intake to Outcome Flow-Through Pathways

Intake

Adoption			Transfer			Euthanasia	
Immediate MTA	MTA post-holding	MTA offsite	Immediate transfer	Transfer post-holding	Transfer / Rescue short wait?	Immediate Euthanasia	Euthanasia post-holding

# What does a pathway look like?



# Changing Paths

- ❑ Evaluate pathways for each individual daily for fit
- ❑ Change pathways as needed with new targets for action and re-evaluation

# Evaluating the pathways

- ❑ Capacity compared to actual numbers
- ❑ Efficiency / Delays
- ❑ Quality of service

# Evaluating flow

- ❑ Identify problem areas for animal flow through
  
- ❑ Balance capacity including staffing in critical areas to eliminate waiting time for animals
  - Daily rounds
  - Health evaluations
  - Spay / Neuter
  - Transfer / Rescue / Foster coordination
  - Movement to off site adoption center
  - Euthanasia



# Thank for your caring!



It is the work you do that makes this possible, over and over again.

# Upcoming ASPCApro Webinars

[aspcapro.org/webinars](http://aspcapro.org/webinars)

- **Addressing Causes of Animal Suffering** (August 8)
- **Promoting Your Grant to Attract More Funding** (August 14)
- **How Are Lost Pets Found?** (Sept 5)
- **Canine Behavior and Acoustics** (Sept 12)