

Fast Tracking to Save Lives: Simple to Systematic





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Special Guests



Erica Schumacher, DVM
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Animal Care Supervisor
Placer SPCA, CA

Thanks to the ASPCA!



... for the partnership with UC Davis that makes my position possible

Fast Track

- Transition to ADC or not
- “Shelter within a shelter” for highly adoptable juveniles and adults
- Skip to the head of the line
- Intake – 1-2 weeks, then move to general population
- Prioritize “low disease” housing for fast trackers, high quality enriched housing for slow trackers



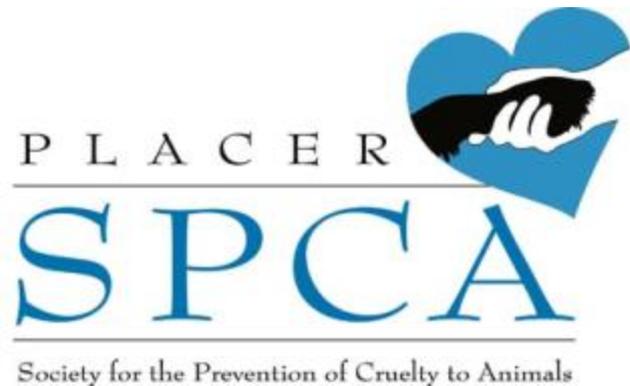
Try this at home!

[ASPCApro.org/stay](https://www.aspcapro.org/stay) or

www.sheltermedicine.com/node/37

Two Great Approaches

Fast Track / Slow Track

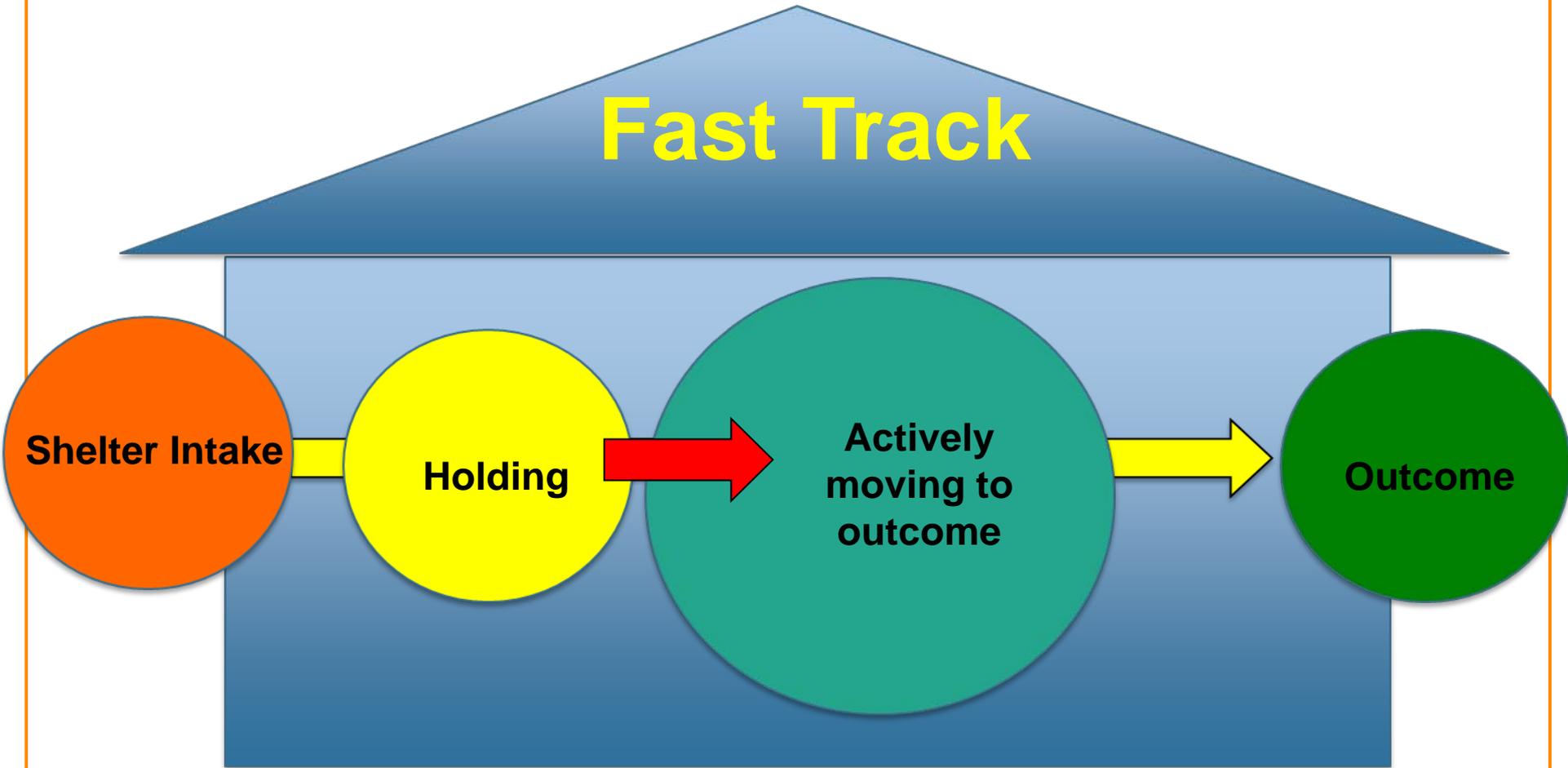


Open Selection

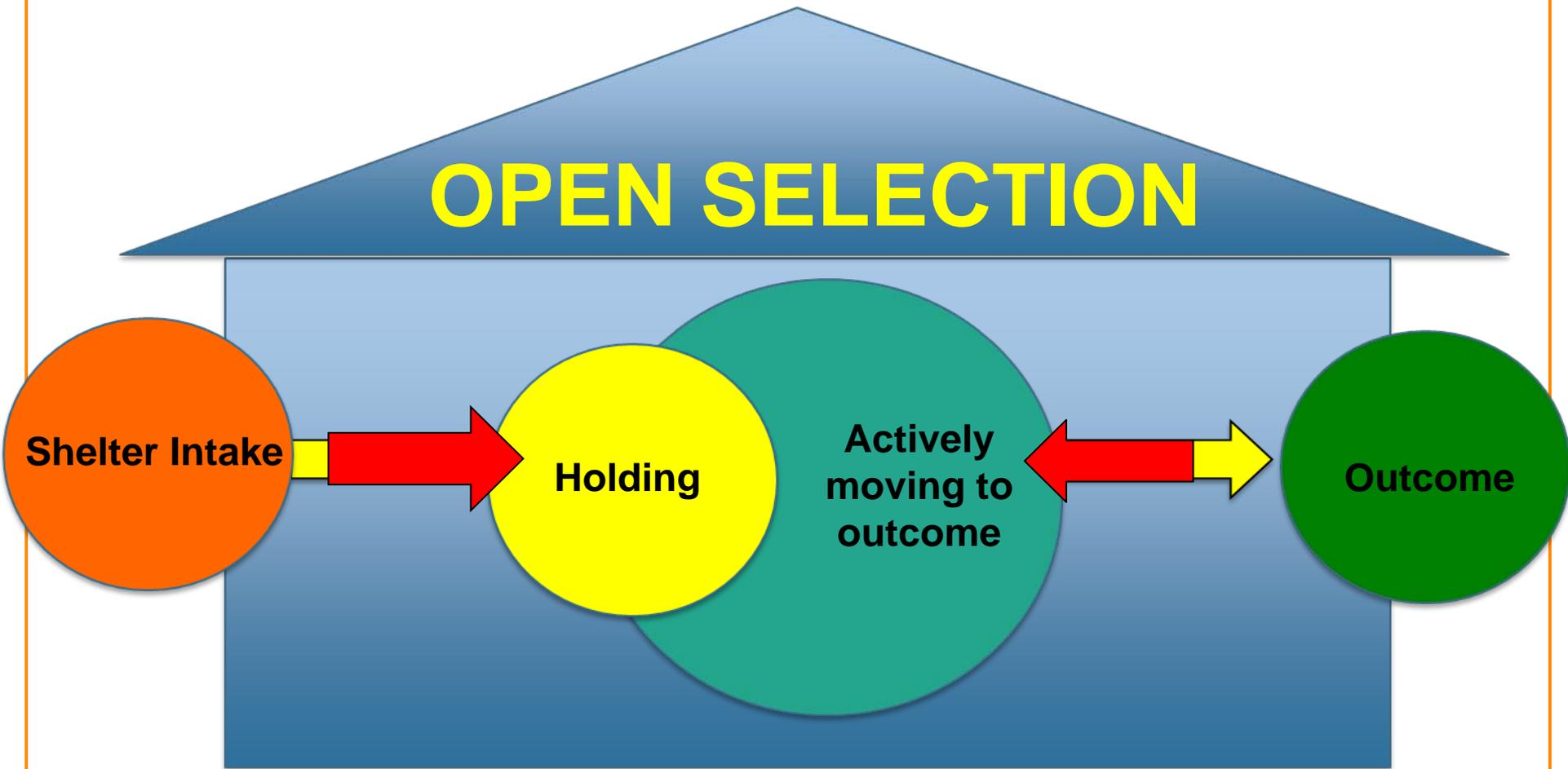


Reducing Length of Stay to Adoption

Fast Track



Reducing Length of Stay to Adoption



The Fast Track Simulator

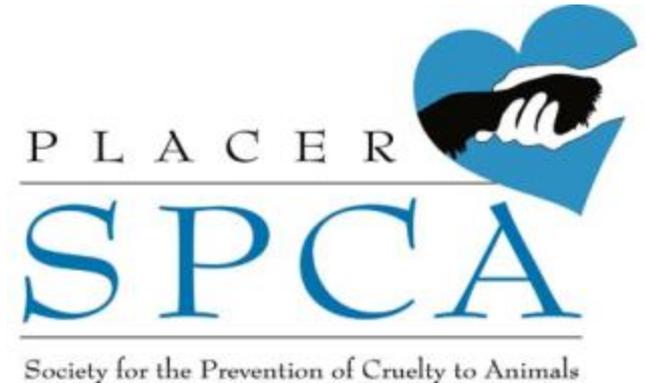
M O D E L	Make changes only in the yellow areas	Slow Track Adoption / LR	Fast Track Adoption / LR	Euthanasia	Starting population
	STARTING	20	20	10	324
	Average Length of Stay (in days)	20	10	10	
	Distribution	% Slow Track	% Fast Track	% Euthanasia	% should equal 100%
	30%	40%	30%		
P A A E T L (Pathways	Average daily intake (by Pathway)	LOS	Contribution to Daily Population	Daily Population Change
	Adoption(ST)	3	20	60	
	Adoption(FT)	10	10	96	
	Euthanasia	7	10	72	-30%
	Total Intake	24		228	
	Live Release (% of intake)	70%			

The Fast Track Simulator

Pathways	Average daily intake (by Pathway)	LOS	Contribution to Daily Population	Daily Population Change
Adoption(ST)	3	20	60	
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Total Intake	24		324	
Live Release (% of intake)	70%			

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PLACER SPCA



Open admission shelter

- Annual total intake = ~4,000
- Annual cat and kitten intake = ~2,400 (about 50 / 50%)
Stray 1,475

For YTD 2012:

- Total cat and kitten intake = 1695, adoptions = 909
- Average all cat LOS:
2012 = 22 days
- Overall live release ~ 78%
- Adult Cat room (separate from kitten room)
- 44 single unit condos, 1 adult cat per condo

Required Holding Prior to Live Release

- 72 hour stray holding period
- 24 hour hold for surrendered animals

Goals

- Increased well-being
- Decreased daily population
- More space
- More attention
- Less time in the shelter

- Increased efficiency
- Decreased average Length of Stay

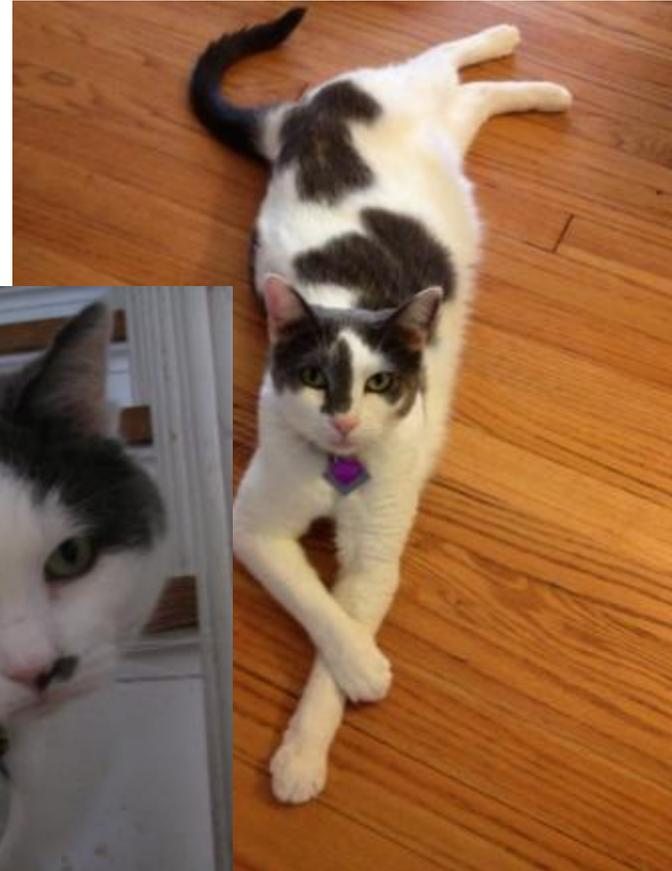
Getting to our “just right” number?

- Estimated Adoption Driven Capacity
- Developed a Fast Track scoring system

- Make changes slowly
- When population was naturally low
- Get staff buy in
- Get volunteer buy in

- No additional staff hours

The First Hurdle: “It’s not fair.”



The Second Hurdle: Not Enough Time for Efficiency

- “Invest a little to gain a lot... but we didn’t have the little to invest”
- Not enough staff hours for anything **extra**

Tests, Assessments, and Treatments

“Pay me now, or pay me later”

Is it the same 15 minutes if you spend it today or 3 days into the shelter stay?

How could we solve the staff hours problem?

Solution: Break the Iron Curtain

- Established a core group of 14 daily rounds volunteers
- 4 of whom helped establish protocols along side key staff
- 2 volunteers for 1-2 hours per day keep cats moving out of intake efficiently



Volunteer Rounds

- Needs
- Flow through / processing / testing / evaluation
- Inventory / census check

- Recognition of need for action - not decision making
- Online Cat Tracker Spreadsheet
- Spreadsheet is printed each day, highlighted and given to staff

The Magic Behind It All

Cat Tracker Spreadsheet

File Edit View Insert Format Data Tools Help Last edit was made 8 hours ago by anonymous

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z		
		Name	Primary Breed	Age	Gender	Spay / Neuter	Primary Color	Intake Type / Subtype	Intake Date	Cage number	Intake Exam Done? (y/n)	Intake Photo? (y/n)	Behavior Issue Cleared? (y/n/na)	Medically Cleared? (y/n/NA)	Behavior Assessment (pass/fail)	FELV/FIV	Rabies (y/n/too young)	If female, Shaved for Spay Scar? (y/n/NA)	Fast Track Score (1-5)	Comment								
2	A19657422	Candy aka Pearl	Domestic Shorthair	3.5 y	F	Y	Blk/Bm Tabby		4/15/2013 14:50:00	17	y	n	na	na	PASS	NEG	y	y						3	PUFA 4/23/13			
3	A19675861	Cypress	Domestic Shorthair	3 yrs	F	Y	Grey	Stray/At-Large	4/17/2013 16:33:00	5	Y	n	n/a	N	pass	neg	N	Y						3	ringworm pending and 4/27/4/22 needs rabies & microchip. 4/24 treatment for ear infection ends 4/24. bite quarantins ends 4/26			
4	A19694579	Bubba	Domestic Mediumhair	6y 5d	M	Y	grey/white	Stray/At-Large	4/6/2013 13:59:00	4	Y	Y	N	Y	pass	neg	Y	n/a						3	Elim log completed 4/21 not officially released, needs microchip & rabies			
5	A19675583	Tink	Domestic Shorthair	6y 1d	F	Y	Calico	Owner/Guardian Surrender/Relinquist Animal	4/17/2013 15:37:00	19	Y	n	N?	na	PASS	neg	N	Y						4	PUFA (perfect pair with Minnie)			
6	A19689173	Maddie	Domestic Shorthair	7y 0d	F	Y	Black	Owner/Guardian Surrender/Relinquist Animal	4/19/2013 11:41:00	61	yes	Y	na	na	pass	neg	yes	yes						3	PUFA 4/23 (Perfect pair with Maddie??)			
7	A19689185	Minnie	Domestic Shorthair	11y 0d	F	Y	Black	Owner/Guardian Surrender/Relinquist Animal	4/19/2013 11:41:00	61	yes	Y	na	Y	pass	neg	yes	yes						3	Feral freedom release 4/24 4/22 needs rabies, microchip, beh assess.			
8	A19699415		Domestic Shorthair	N/A	M	Y	Grey	Stray/Trapped	4/21/2013 11:20:00	66	na	n				neg	Y											
9	A19700132		Domestic Medium Hair	2y	F	N	Orange	Stray/At-Large	4/21/2013 13:33:00	8	y	n	na	n/a														
10	A19708412	Lilo	Siamese	1y 1d	F	N	White	Owner/Guardian Surrender/Relinquist Animal	4/22/2013 15:06:00	3	Y	n	N	N				n								4/22 ringworm culture started		
11	A19699448	Tika	Domestic Shorthair	3y 0d	F	Y	Grey	Owner/Guardian Surrender/Relinquist Animal	4/21/2013 11:27:00	14	y	n	n				n									PTS 4/27		
12	A19711391		DSH	U	F		Orange	Stray/Trapped	4/23/2013 8:58:00	65	N	N																
13	A19713909		Domestic Shorthair	4y	F	N	torti	Stray/Trapped	4/23/2013 11:22:00	18	Y	N	N	no														
14	A13730267	Thomas aka Tony	Domestic Shorthair	1y 10m 27d	M	Y	Black	In/Inadequate Facilities Transfer	4/23/2013 11:53:00	13	y	n	na	na												3		
15		Dora aka	Domestic Medium	1y 10m				In/Inadequate																				

Move 'em Up

- Staff does what is needed for each cat based on spreadsheet
- No additional staff hours
- No waiting for spay / neuter

What happened next?

- Started during a period of decreased intake
- When a cat was adopted, moved up a fast track cat
- Change from moving up the next cat in line based on intake date
- Kept doing this until all fast track cats were in adoption
- Then moved over slow track cats
- The longest a slow track cat had to wait for a spot in adoption was 2 weeks
- Within 1 month all cats had a place on the adoption floor
- Moved to ADC gradually
- Have held to ADC estimates of 22 cats

Fascinating...

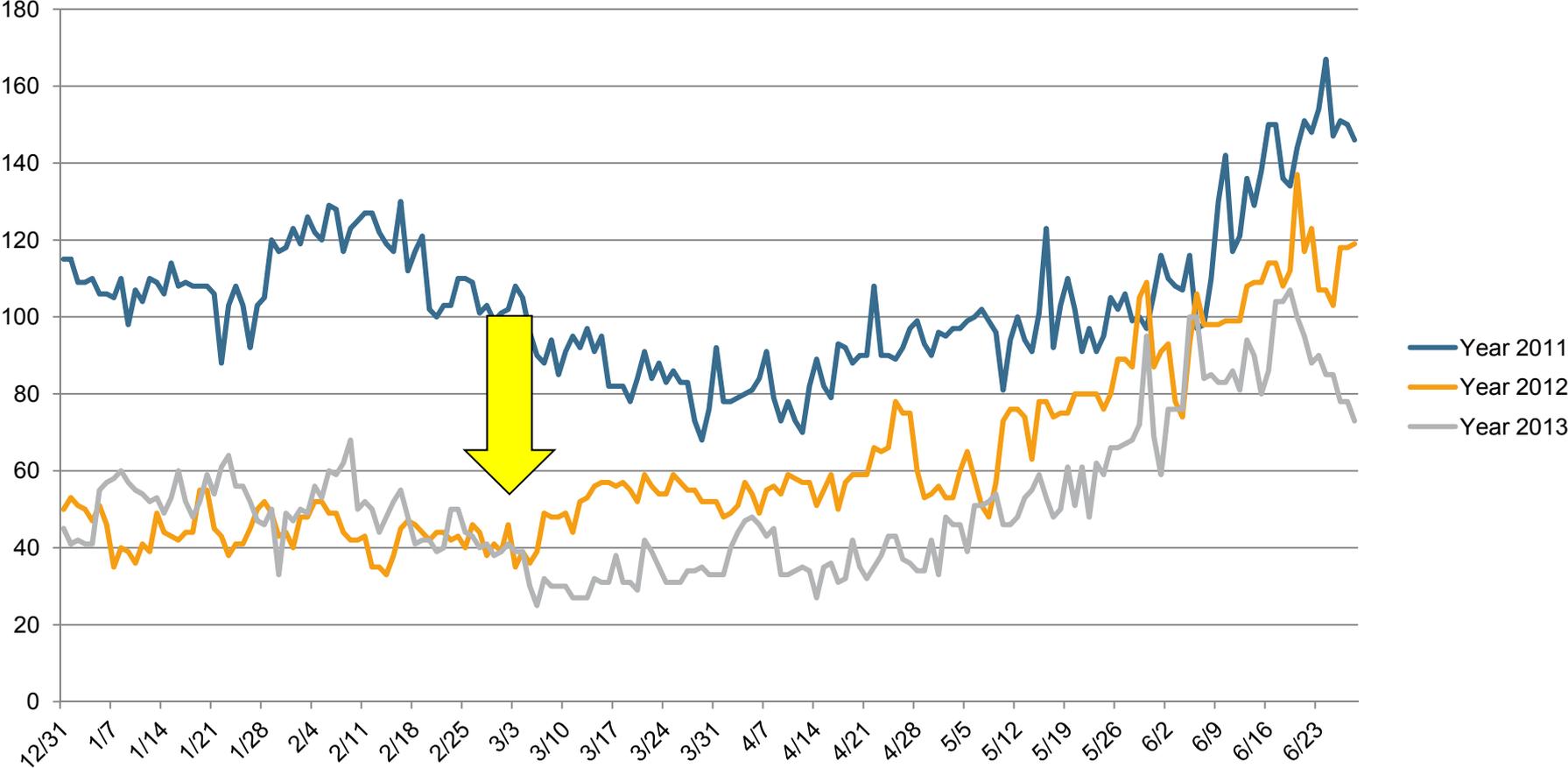
- YTD (January-August):
 - 2012 cat intake = 1695, adoptions = 909
 - 2013 cat intake = 1510 (10% decrease), adoptions = 906
- Average LOS:
 - 2012 = 24.6 days
 - 2013 = 12.6 days

No change in:

- policies regarding intake or adoption
- adoption promotions
- the foster program
- staff hours
- Cats on medication ↓ 25%
- Current LRR = 83% (Up 5%)

More Space

Daily Feline Population Placer SPCA



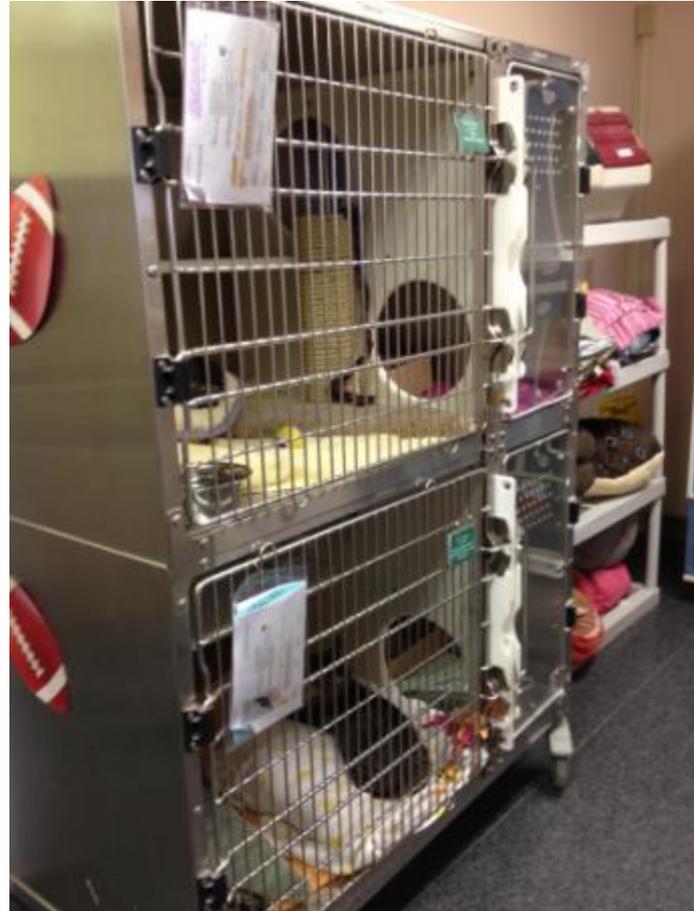
Before – 1 Cat per Condo



After – 1 Cat per 2 Condos



Before – 2nd Cat Room = Just More Cats



After – Slow track cats get lots of room!



Turns out it IS fair



Targeting Promotions for the Slow Track

CINCO DE GATO

During May, adoption fees are waived for cats that have been at Placer SPCA for 3 months or more.



All Placer SPCA locations
Roseville - Auburn
Pet Food Express
www.placerspca.org/cats



PLACER
SPCA
Society for the Prevention of Cruelty to Animals

For more information contact:
(916) 782-7722 or (530) 885-7387

ASPCA
ASPCApro.org

Where are we going?

- Ringworm treatment program
- Cat staff hours are going to the dogs!
- Sneak Peek Binder



Dane County Humane Society – Open Selection

- Located in Madison, WI
- “**7 day**” stray hold (really 8 days)
- No hold for surrendered animals – Fast Tracking
- Maddie’s Community Collaborative leader
- Open Admission
- Contracts with Dane and parts of Rock County

Reclaim rate for dogs is very high (usually within the first 3 days)

Reclaim rate for cats is high compared to many communities (about 16-18%) but low compared to dogs

Open Selection: Waiting for Adoption while Waiting for Reclaim

- Offer visibility to most pre-adoption animals
- Let the public (citizens and rescue groups) help select who is “adoptable”
- Identify priority animals for needed pre-adoption processing if you can’t get to them all
- Designate restricted area for animals considered dangerous, legal holds, treatment



Hillsborough County Animal Services,
Tampa, Florida

Dane County HS Goals (Sound familiar?)

- Increased well-being
- Decreased daily population
- More space
- More attention
- Less time in the shelter

- Less illness

- Increased efficiency
- Decreased average Length of Stay

Goals

To make the best of really long stray holding period

Setting up for Open Selection

- ✓ Evaluate average LOS for stray animals, especially for animals who seem like they are easy to place – highly desirable
- ✓ Percent of strays likely to be returned to owner?
- ✓ Consider break down of space within the shelter. How much of the housing space is non-public
- ✓ Stage or status for animals who will be available for pre-selection but are still in their stray holding period
- ✓ Priority system for selection: (examples)
 - Citizens
 - Rescues
 - Volunteers
 - Staff

To Do's

- ✓ Establish a stage or status for animals who have been pre-selected
- ✓ Evaluate spay / neuter capacity
- ✓ Establish a system for prioritizing post-selection surgery
- ✓ Consider adoption processing capacity
- ✓ Establish a system to ensure adoptions will be processed efficiently
- ✓ Write a protocol
- ✓ Train staff to perform a thorough physical exam, provide intake treatments such as vaccination, and briefly evaluate behavior at intake.
- ✓ Train staff to coordinate departments and implement protocols

Putting the Plan into Action

- ✓ Check microchips, ID tags and lost reports to provide every stray animal the best chance of being returned to an owner.
- ✓ If no concerns or evidence of owners / guardians are evident, make the animal available for Open Selection.
- ✓ Move Open Selection candidates to the adoption area;
- ✓ Database and paper records should make it clear that the animal is still a stray and may be reclaimed by owner within the legal holding period.
- ✓ Perform daily rounds to account for the status of each animal in the shelter each day

Dane County Cat Housing

“Adoptable” Area

Double-compartment caged housing

Room housing for 1- 3 cats

Pre-Adoptable Area

– can be opened to the public



2 Isolation areas

Quarantine area



It Starts with Intake

Intake staff are trained to evaluate cats at intake

Cats are evaluated at intake by trained staff:

- Vaccination
- Physical exam
- Wood's lamp exam
- Quick oral exam
- Scan for microchip

If OS candidate:
FeLV / FIV test



How it Works

Animal ID's	Animal Info	Location Info
A21153891 13-9992	Active Available - pending stray period Petri - Cat Female - Juvenile	Domestic Shorthair/Mix - Orange - Tabby Altered: No, Size: Small, Weight: 0.86 kilogram Bitten: No Bite History, Danger: No Dane County Humane Society Cat Pre-Adoptable - 76



- Medically and behaviorally healthy cats are moved straight to “adoptable” areas – OS cats
- Stage is set to “Available - pending stray”
- Pre-selection for adoption while cats are waiting through their legal hold
- Allowed to meet and interact with the public

Adoption Hold

Adoption holds can be placed.

Adopters are informed that the animal is still within the stray holding period and that if an owner did come forward, the owner would have the first priority to reclaim their pet.

If selected –

Adoption hold placed

Spay / Neuter hold placed
(if needed)



<u>Hold #</u>	<u>Hold Reason</u>	<u>Hold For</u>	<u>Hold Date</u>
1514434	Spay/Neuter Hold		5/18/2012 11:01:00 AM
1505918	Dental Hold		5/9/2012 1:46:00 PM
1524322	Adoption Hold		5/29/2012 2:31:00 PM

After 7 days

If an owner comes to reclaim their lost pet... Hooray!

If not (most of the time)...

Animal is given priority for spay/neuter slots (if needed) and sent home the **same day** its stray period expires

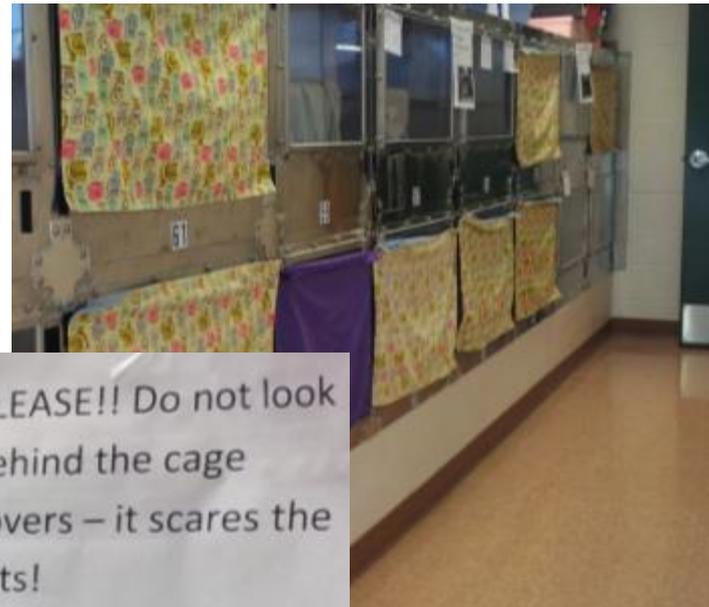
What if they don't qualify at intake?

Moved to Pre-Adoptable
Cage covers for public side

Medical needs addressed
Behavioral needs addressed

If during stray hold – then OS
candidate – covers removed

Small numbers of:
Non-adoption track
Candidates for transfer – feral
or fearful cats
Small number of euthanasias



Intake about 3,000 cats/year
About 60% “stray” cats

Results

Adoptions May - May

- 1,776 in 2010 -11
- 2,214 in 2011 -12
- 2,154 in 2012 -13

Overall Feline LR as a percent of intake

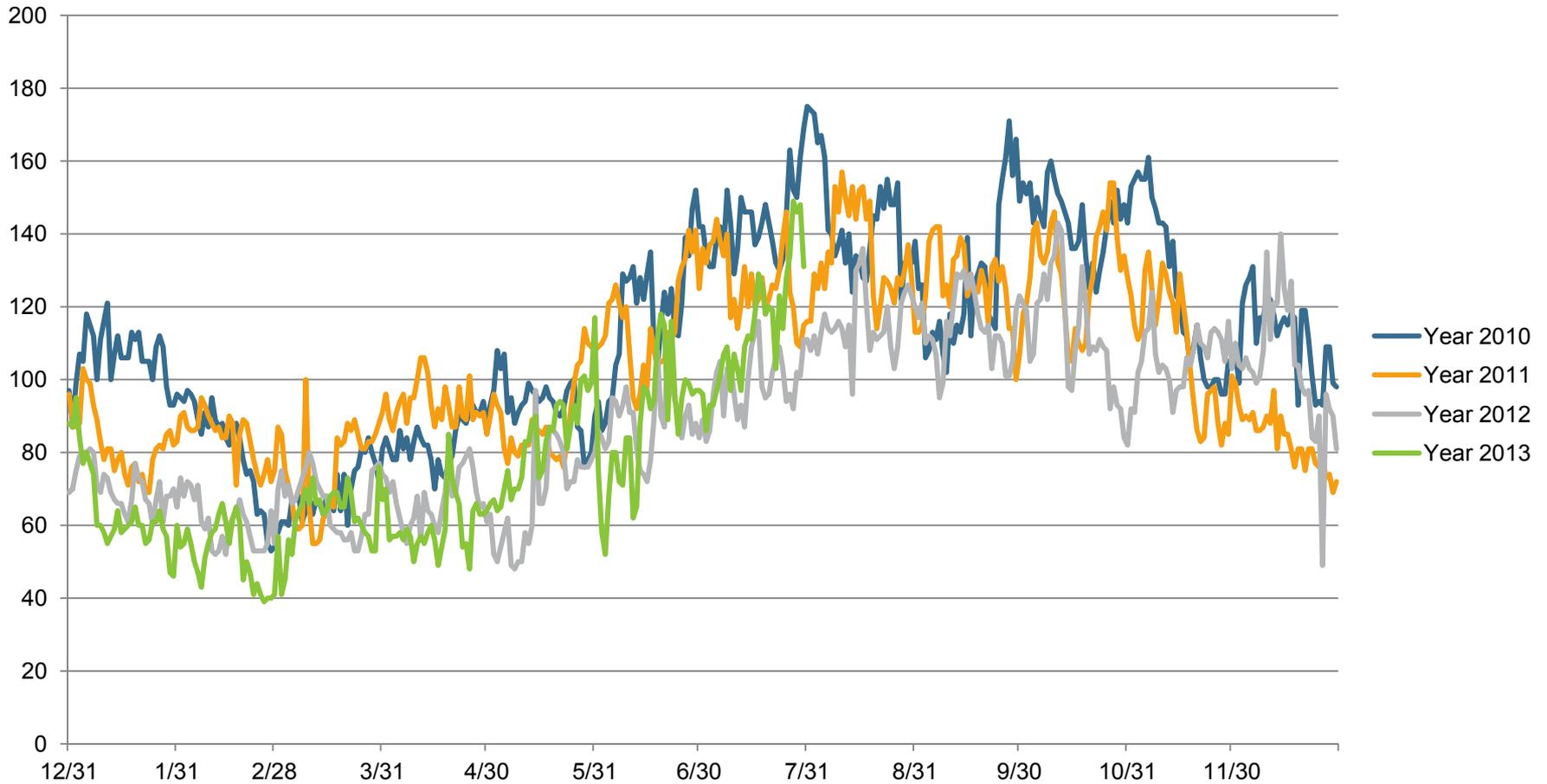
- 79% in 2010
- 80% in 2011
- 84% in 2012

AVG. LOS to adoption

- 26 in 2010
- 23 days in 2011
- 18 days in 2012

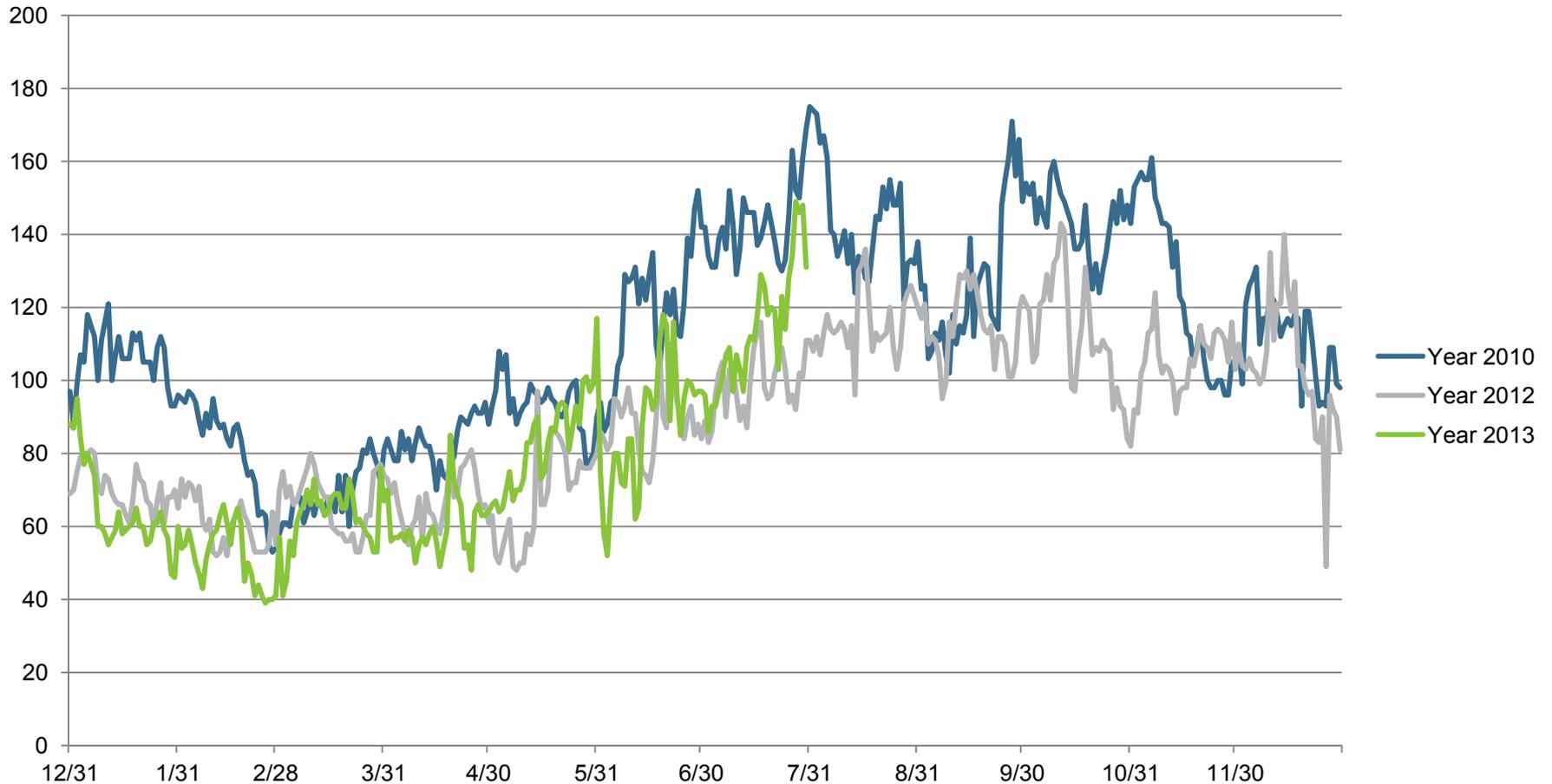
More space?

DCHS Daily Population



More Space

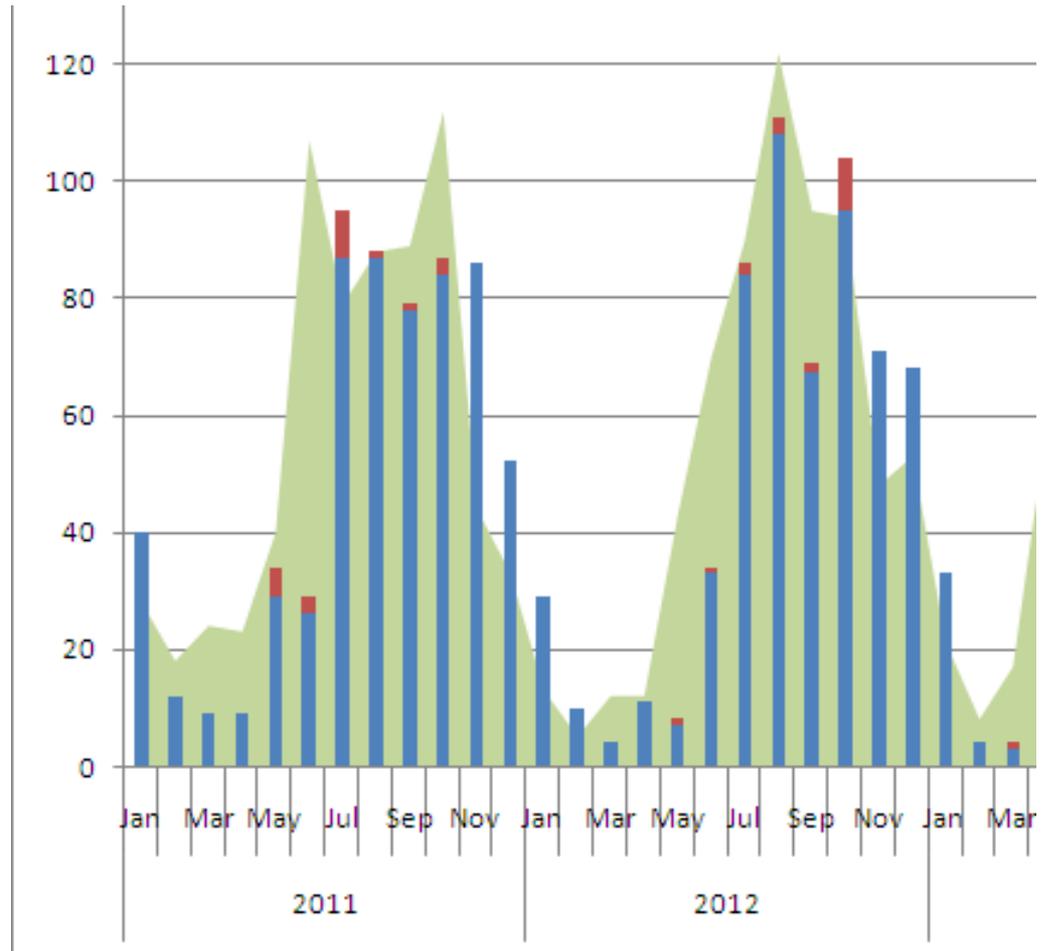
DCHS Daily Population



No kitten season?

Shelter staff reported “no kitten season” in 2012

Why do you think they thought that?



Putting It All Together

- ✓ Set your bar for quality of care
- ✓ Determine your target length of stay
- ✓ Use multiple strategies to decrease length of stay
- ✓ Monitor and celebrate success
- ✓ Create a positive cycle of:
 - decreased length of stay
 - better care
 - lower costs
 - more resources to create positive outcomes
 - AND community programs which reduce intake

...which means lower costs, etc. etc. etc. until we all get to retire and go play with kittens

**Thanks for
your
attention...**

**and all the
work you
do.**



Length of Stay Resources

aspcapro.org/stay

Watch webinar recordings and watch the video

- Play the Length of Stay Game
- Daily Rounds: How to Decrease Length of Stay

