

# Length of Stay Resources

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

Watch webinar recordings and watch the LOS video

- Play the Length of Stay Game
- Daily Rounds: How to Decrease Length of Stay
- Fast Tracking to Save Lives: Simple to Systematic



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

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# Calculating Your Humane Capacity



# THANKS!

TO THE ASPCA FOR THE PARTNERSHIP WITH UC DAVIS THAT MAKES MY  
POSITION POSSIBLE.





# Capacity 4 Care



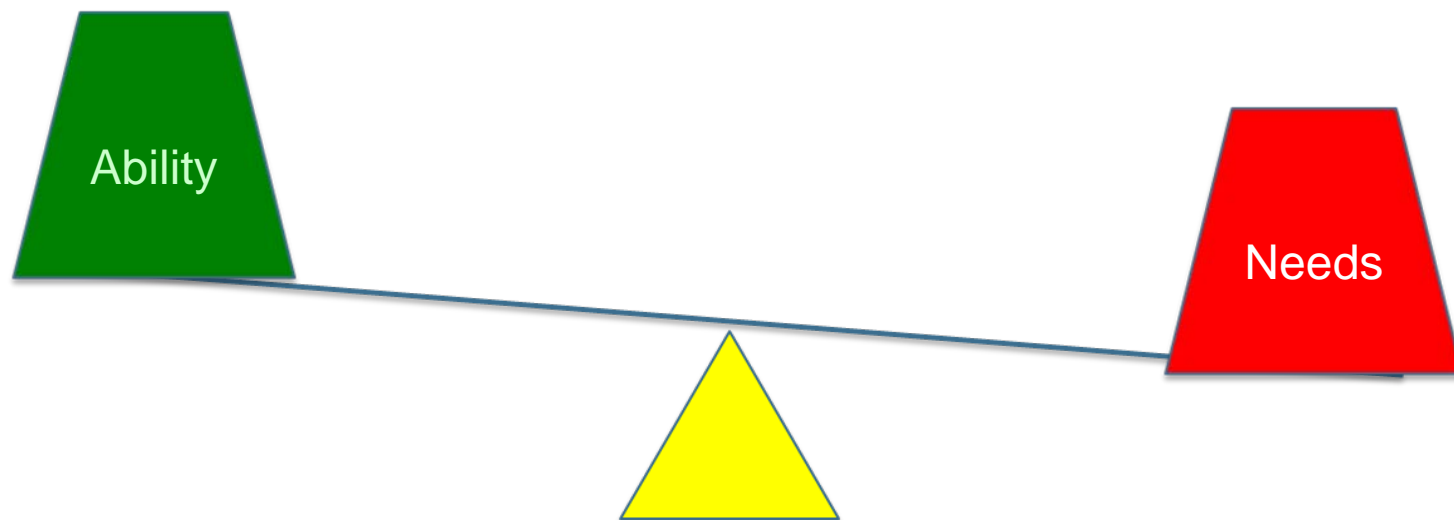
Housing

Staffing

Procedures or activities

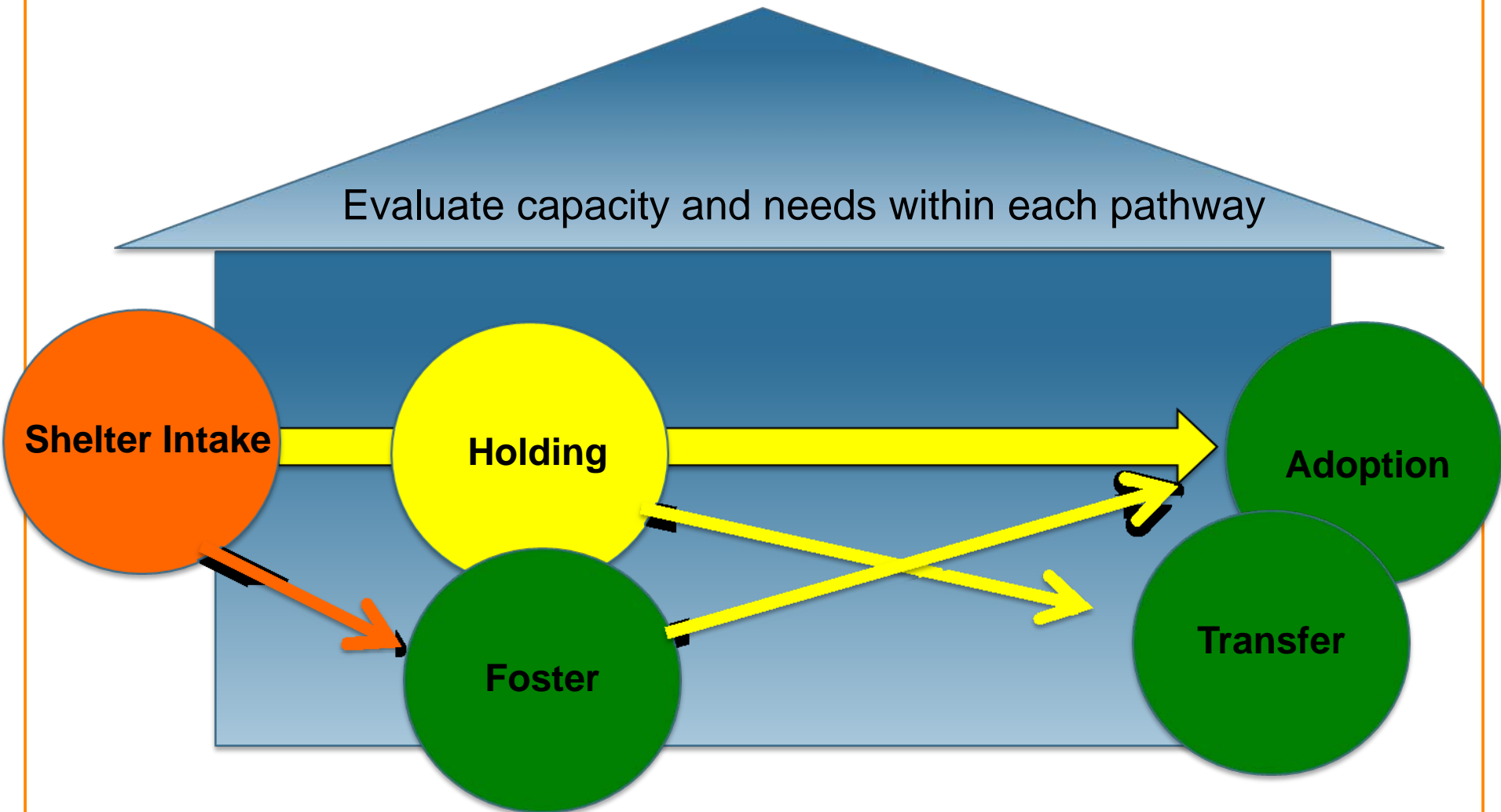
(usually involves staffing 😊)

# What you need AND what you have



Requirements and ability to provide care **MUST** be balanced

# Start by Planning Pathways



# Housing

Holding Housing

Adoption Housing

Other live release holding

Medical or behavioral treatment housing

Sanctuary space



# Staffing / Activities

Intake

Basic care

Behavioral evaluation

Euthanasia

Medications and treatments

Ready for adoption / transfer exams

Spay / Neuter

# Brain stretching concepts



Easy math!

# Housing Capacity

# Population Planning

Room	Cat Count
Room A	38
Room B	46
Room C	48
Room D	55
Room F	48
Adoption Hall	21
Adoption Hall 2	32
Recovery	50
Room G	54
Iso 1	18
Iso 2	18
Iso 3	6
Total	422

# Estimated Care Days Costs

Daily Population	Monthly care days	Care day cost	Monthly care day costs
422	$422 * 30 = 12,660$	\$10	\$126,600

# Capacity Estimates for Required Holding

INTAKES		OUTCOMES
Stray Holding		Adoption Housing
Owner Surrender Holding		Transfer Holding
Legal Holding		Foster Holding
		Other?



# Complications (*advanced*)

INTAKES	Subtractions from intake	OUTCOMES
Stray Holding	Open Selection* Quick RTO Immediate transfer Euthanasia for suffering	Adoption Housing
Owner Surrender Holding	“Ready, set, go” Immediate availability	Transfer Holding
Legal Holding		Foster Holding
		Other?

\*Open Selection is included in adoption capacity estimates

# Basic Calculations

Average Daily Intake      x	Required Holding =	Animals in Holding
5      x	5      =	25
5      x	10      =	50
10      x	10      =	100

# Required Stray Holding Capacity

	Stray Holding period		3
	Stray Intake	Average Daily Intake	Required Stray Holding
Jan	80	2.6	8
Feb	115	3.8	11
Mar	100	3.3	10
Apr	115	3.8	11
May	475	15.6	47
Jun	225	7.4	22
Jul	295	9.7	29
Aug	390	12.8	38
Sep	330	10.8	32
Oct	260	8.5	26
Nov	115	3.8	11
Dec	125	4.1	12

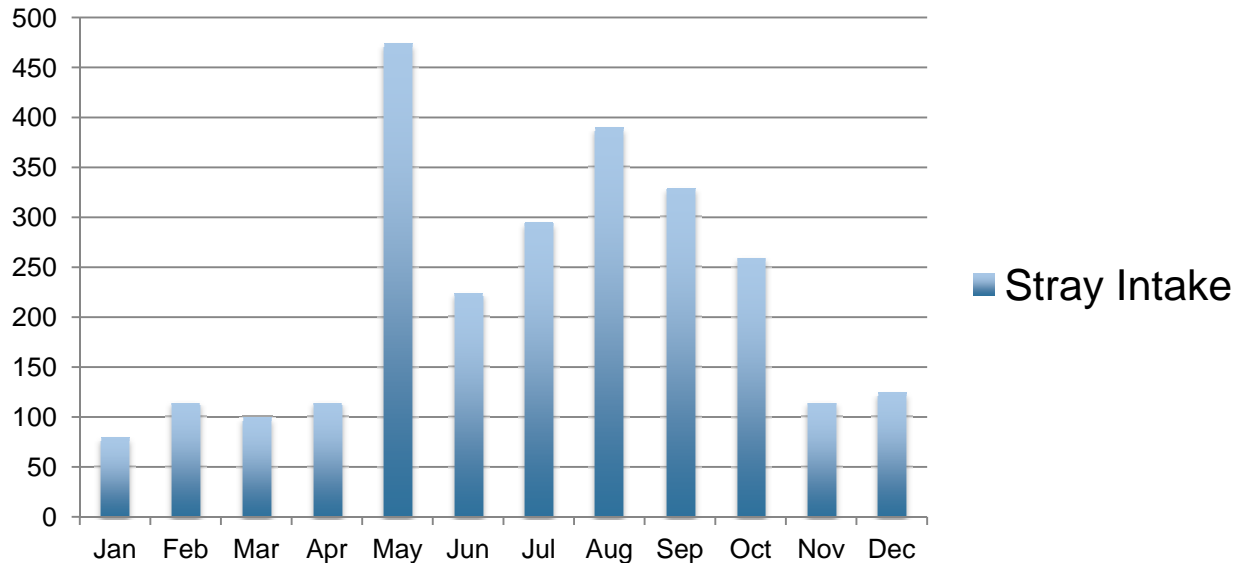
average daily intake (by month) \* required holding time = RSHC

# Why not use annual data?

Total Annual Intake	Avg. Daily Intake	Est. RSH
2625	7.2	22

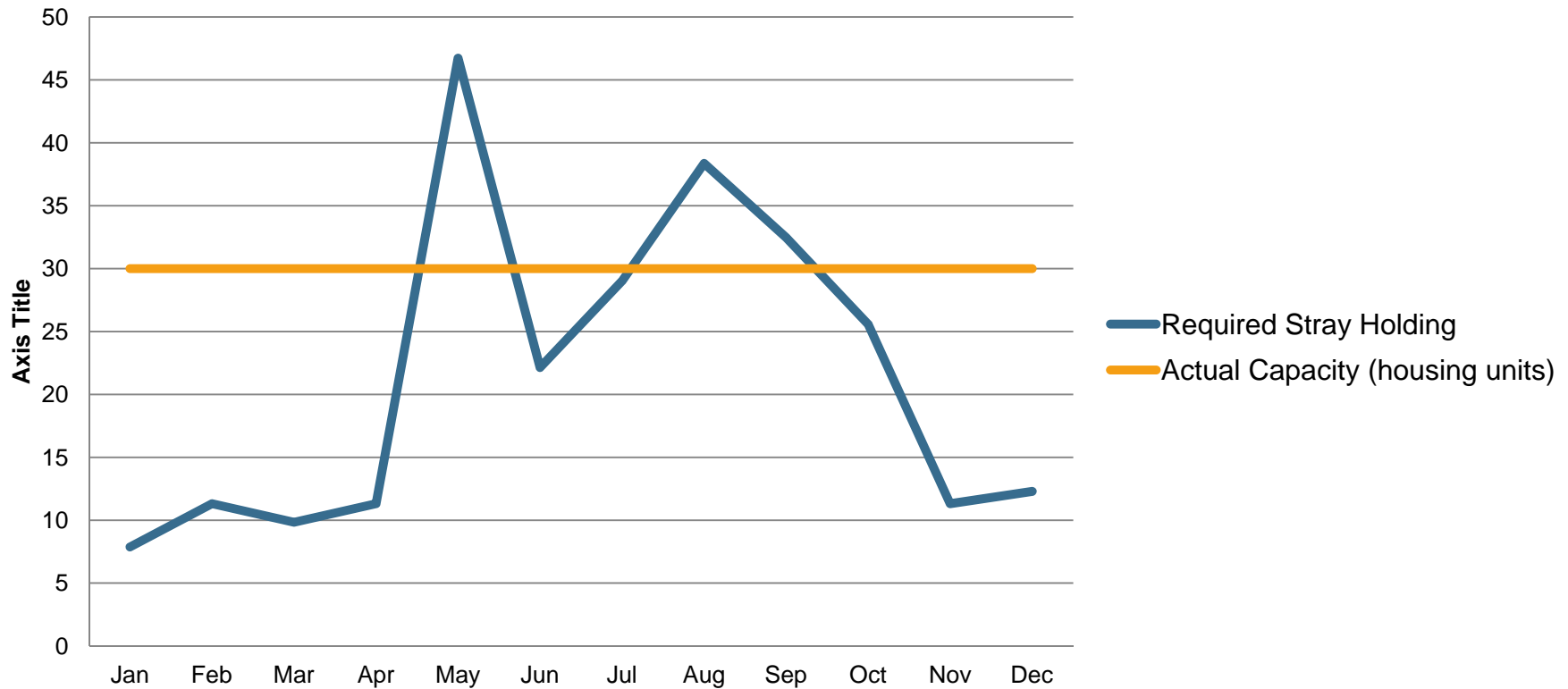
Misses a maximum requirement for 47 and a low of 8-10

## Stray Intake



# Required Holding Capacity

## Required Stray Holding vs. Actual Capacity (Housing units)



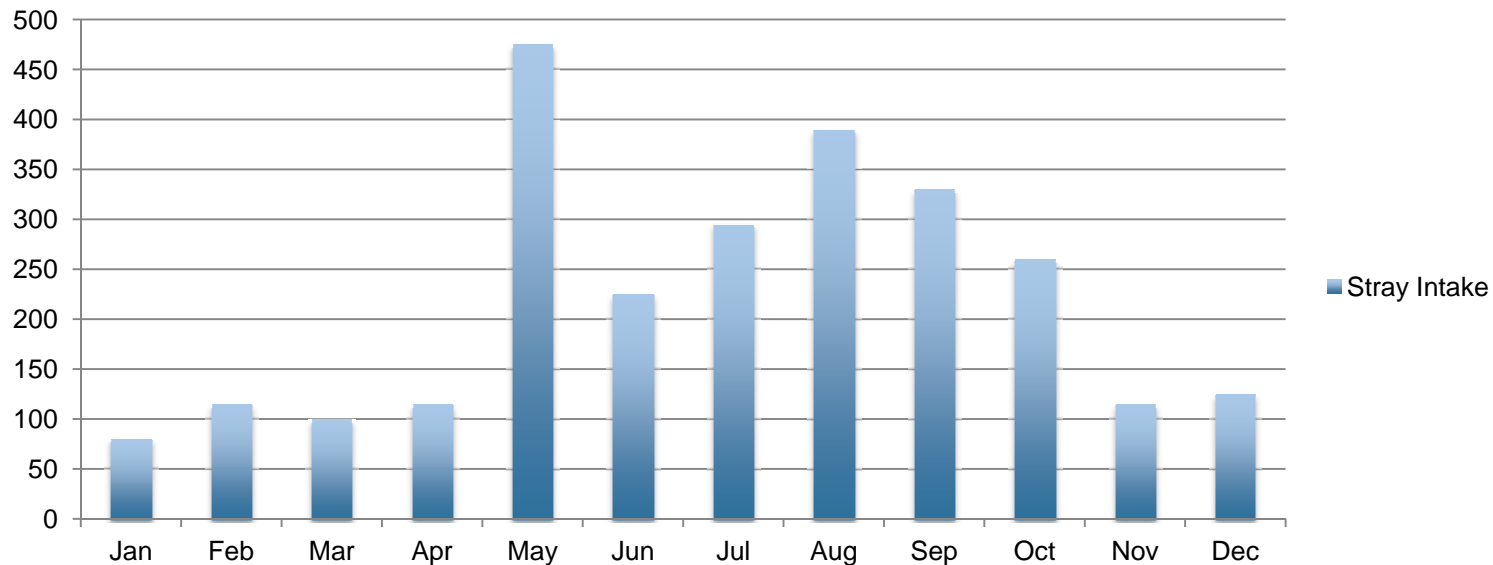
Stray holding Period \* MDA intake = RSHC

# How many housing units? Adults vs. Juveniles

Do you have the data you need?

Can you make estimates?

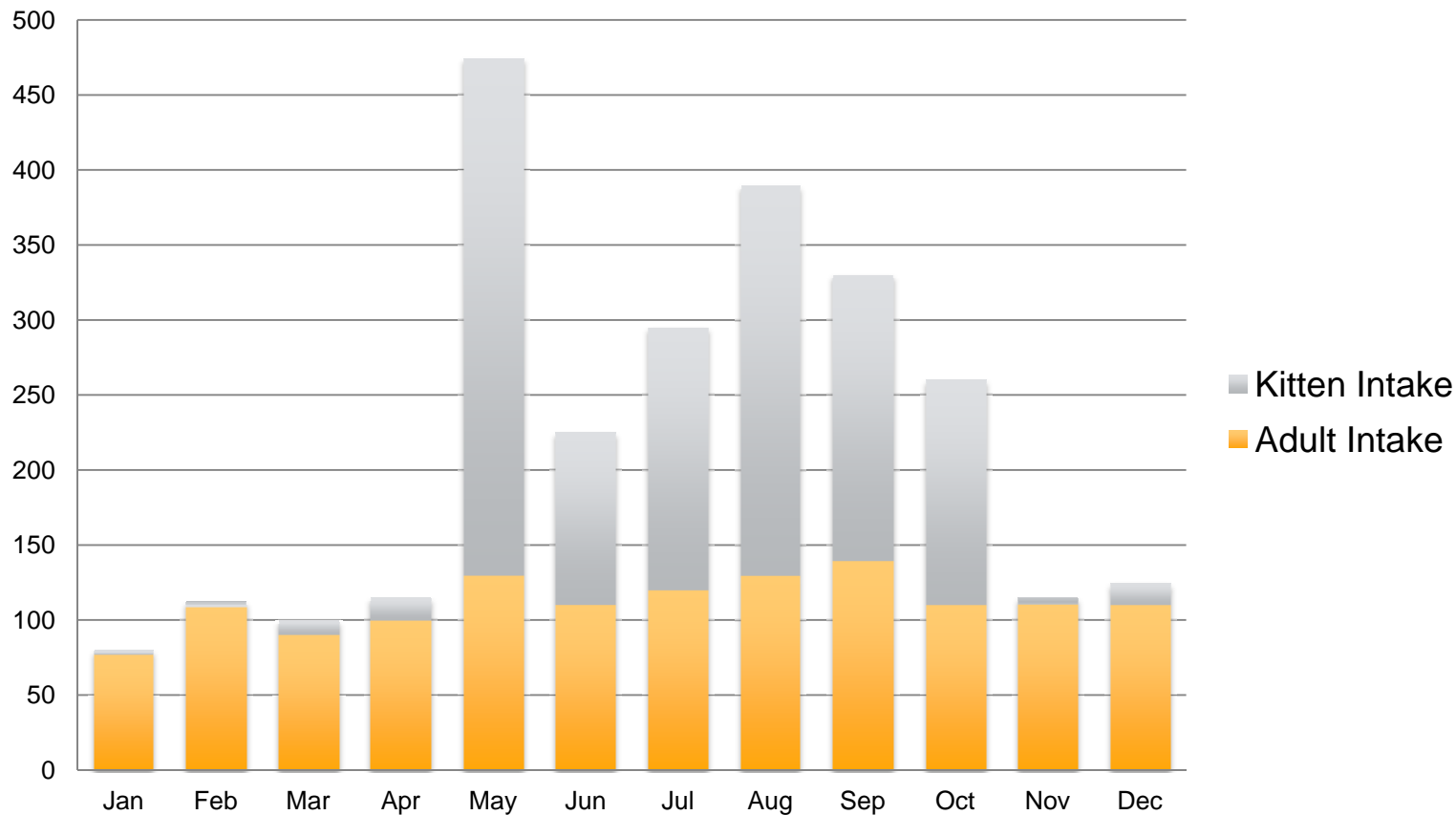
**Stray intake – Feline all ages**





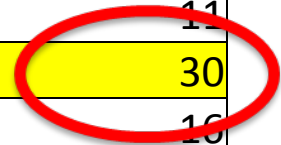
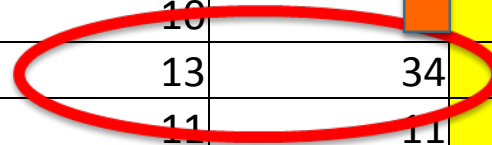
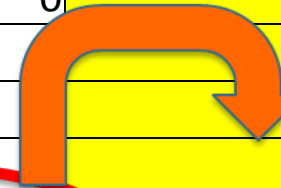
# Using Mt. Kitten

## Estimate feline age breakdown



# Estimating Housing Units

Stray Holding period	3					
	Adult Intake	Kitten Intake	Adult RSH	Kitten RSH	Kitten housing units	Total Housing units
Jan	77	3	8	0	0	8
Feb	109	4	11	0	0	11
Mar	90	10	9	0	0	9
Apr	100	15	10	0	1	11
May	130	345	13	34	17	30
Jun	110	115	11	11	6	16
Jul	120	175	12	17	9	20
Aug	130	260	13	26	13	26
Sep	140	190	14	19	9	23
Oct	110	150	11	15	7	18
Nov	110	5	11	0	0	11
Dec	110	15	11	1	1	12



# Doubling up?

Litters

Bonded pairs?

Small dogs?

Single orphans?

Buddy systems

After legal holding

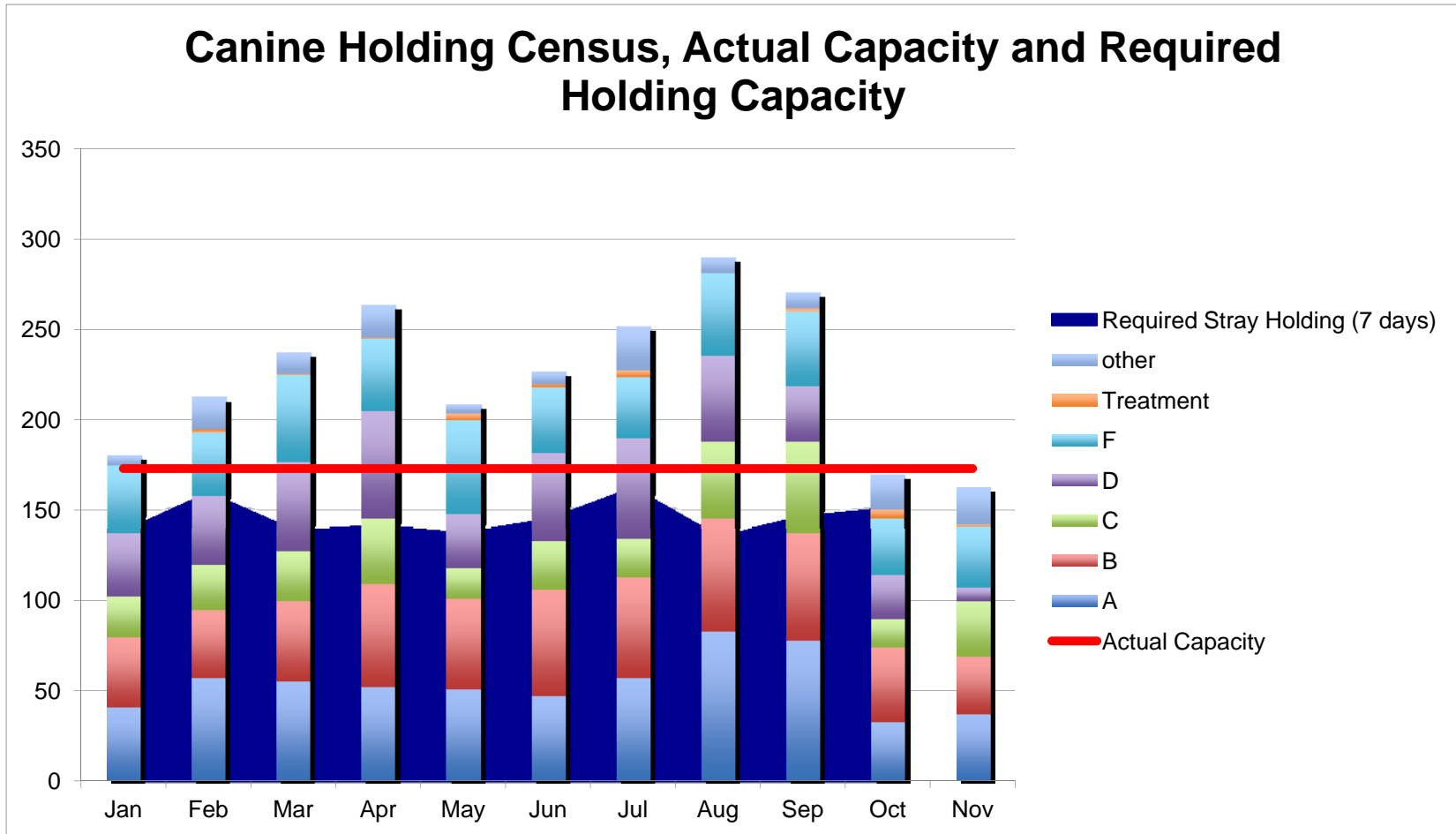
Separate for feeding

NOT random co-mingling

Consider impact on adoptions



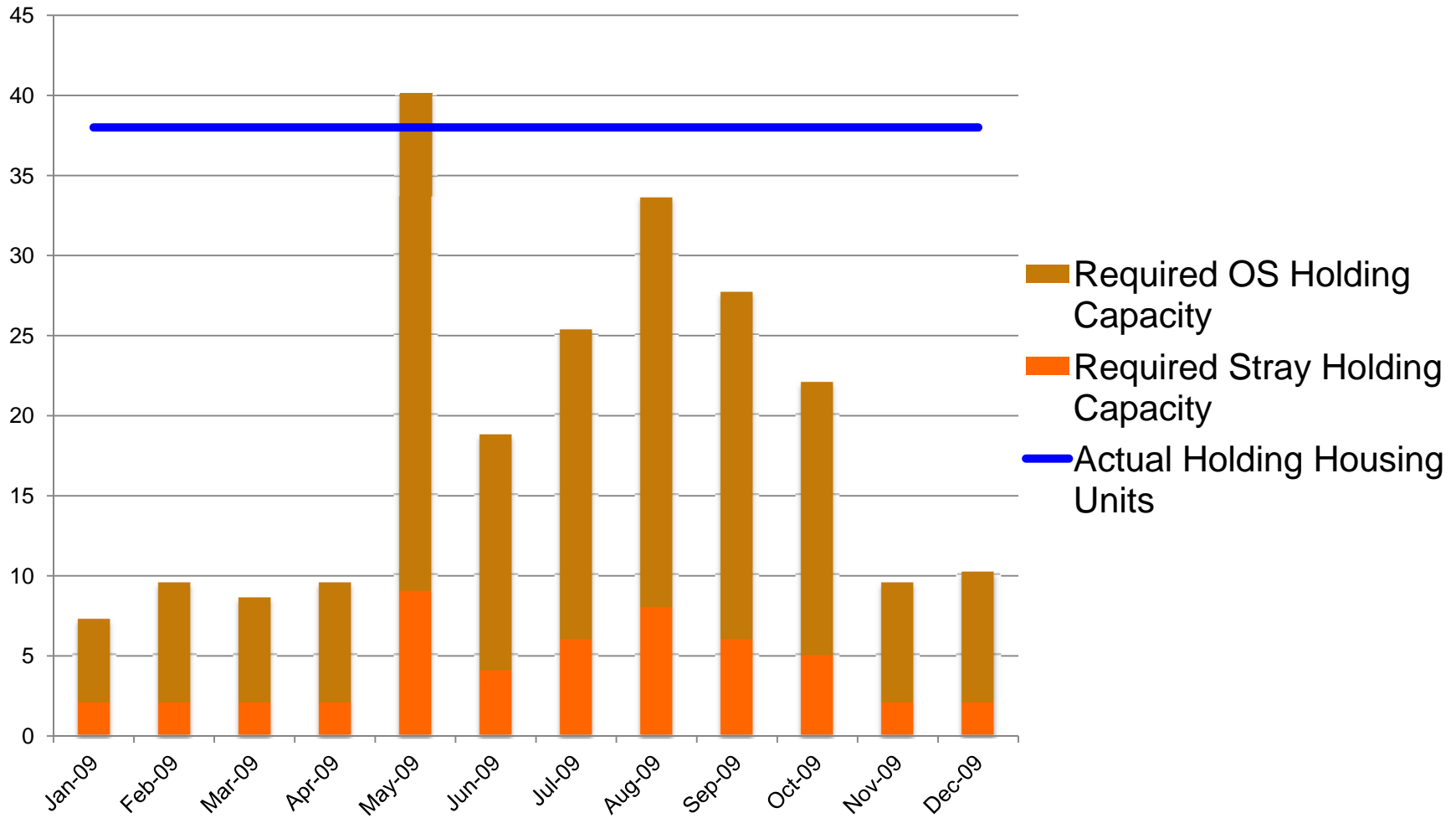
# Population Compared to Housing and Capacity Planning



# Costs of Poor Planning



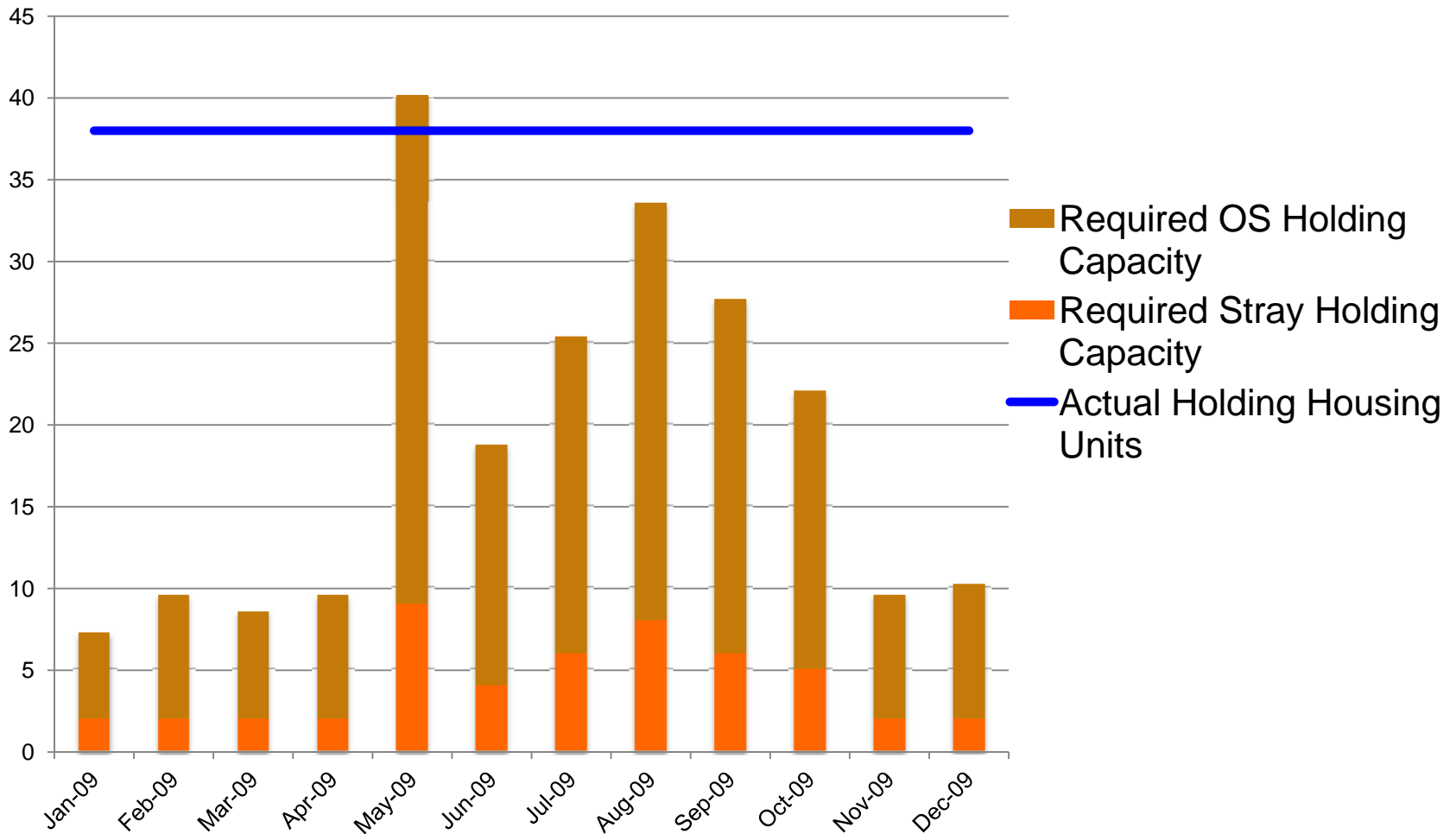
# Required Holding Capacity



Stray holding capacity + OS Holding Capacity = RSHC



# Can you have too much space?



# Effect of LOS

Average Daily Intake	Average LOS	Average Daily Population
10	5	50
10	10	100
10	20	200

# Potential Effect of Space on LOS

Housing units	All housing units kept full	Care days / Year	Adoptions	Avg. LOS
38	365	13,870	1,500	9
76	365	27,740	1,500	18

# Adoption Driven Capacity Estimates

Target *average* length of stay

Number of historical or expected adoptions

Number of animals waiting for adoption

$$\text{AD CAP} = (\text{Monthly adoptions} * \text{Target LOS}) / \text{Days in the month}$$

# ~~Transfer~~ ~~Adoption~~ Driven Capacity Estimates

Target *average* length of stay

~~Transfers~~

Number of historical or expected ~~adoptions~~

~~Transfer~~

Number of animals waiting for ~~adoption~~

~~Transfer~~

~~Transfers~~

~~AD~~ CAP = (Monthly ~~adoptions~~ \* Target LOS)/ Days in the month

# Simple Adoption Driven Capacity

Adult Cat Adoptions	Average LOS	Monthly care days	Recommended adoption population
60	10	600	20
		$60 * 10 = 600$	$600 / 30 \text{ days} = 20$
Adoptions Population	Monthly care days	Adult Cat Adoptions	Average LOS
40	1,200	60	20
	$40 * 30 = 600$		$1,200 / 60 = 20$ days/adoption



# Adoption Driven Capacity

AD CAP	Total Adoptions	AD cap. Cats	AD cap. Kittens	AD cap. Total All Cats	Kitten housing units	Total Adoption Housing Units
1/2009	110	23	5	28	3	26
2/2009	158	48	24	72	12	60
3/2009	229	49	56	105	28	77
4/2009	231	76	30	106	15	91
5/2009	208	45	50	95	25	70
6/2009	179	37	45	82	23	60
7/2009	227	53	51	104	26	79
8/2009	235	33	75	108	38	71
9/2009	212	32	65	97	33	65
10/2009	233	39	68	107	34	73
11/2009	218	50	50	100	25	75
12/2009	102	33	14	47	7	40

AD CAP = (Monthly adoptions \* Avg. LOS)/ Days in the month

# Adoption Driven Capacity

Adult Cat Adoptions		Recommended CAP for daily population	
102 adoptions * 7 days avg. LOS =	714 care days		
714 / 31 =	23 care days each day =	23 cats	Avg. LOS 7 days

Alternative daily population			Actual avg. LOS
46 cats	46 * 31 =	1,426 care days	
		1,426 / 102 adoptions =	Avg. LOS 14 days

# Putting It Together

	Number of Cats
Adoption Driven Capacity	51
Holding	38
Other	12
Total	101 cats

Remember: Housing units depends on age breakdown

# Care Days Costs

Daily Population	Monthly care days	Monthly care day costs difference
422	$422 * 30 = 12,660$	
101	$101 * 30 = 3,030$	
Difference	9,630 care days	\$96,300 minimum

Monthly		Annual
\$96,300	12	\$1,155,600

# Real Savings?



# Real Savings

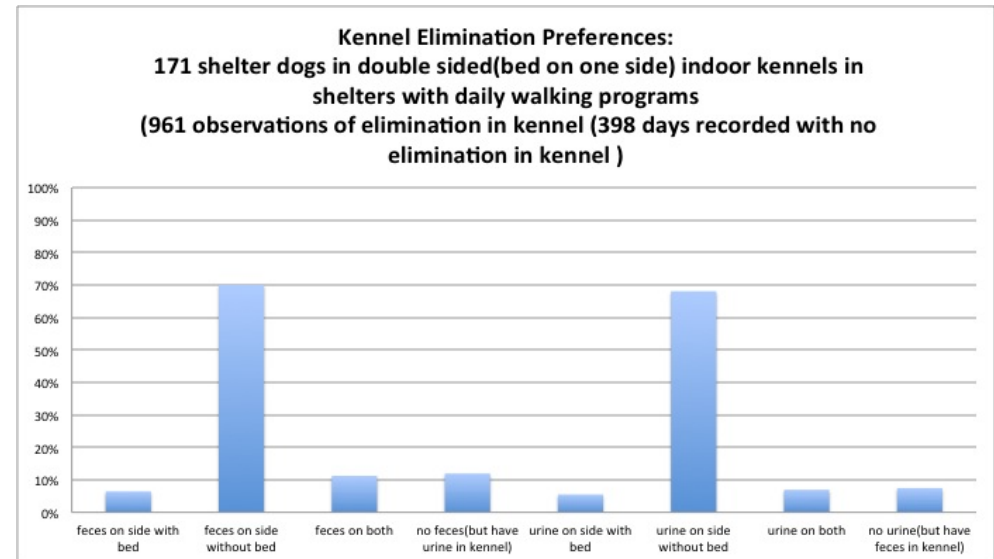




# Can you afford *not* to do this?



# ... or this?





# Staffing Capacity

# What counts as “Staff” time?

People available to do the task

With the **appropriate training, skill, and supervision**

Staff

Volunteers

Inmate programs

Community service hours

# Staffing

Intake

Basic care

Behavioral evaluation

Euthanasia

Medications and treatments

# Staffing – Basic Calculation

How long x how many times = Time required

# Staffing – Basic Calculation (in reverse)

Time available / How long = How many times

OR

Time available / How many times = How long

# Staffing – Basic Calculation

- Time your own staff
- Count or make estimates of how many times per day

Want a complex view?

Check out our medical staffing excel tool at

[Sheltermedicine.com](http://Sheltermedicine.com)

Search for “HSUS EXPO 2012”

If 15 min / intake	Intake 2013	Daily intake	Intake staffing
Jan	461	15	3.78
Feb	368	12	3.02
Mar	668	22	5.48
Apr	675	22	5.53
May	823	27	6.75
Jun	802	26	6.57
Jul	978	32	8.02
Aug	1201	39	9.84
Sep	957	31	7.84
Oct	806	26	6.61
Nov	383	13	3.14
Dec			Double for dogs?

<http://www.sheltermedicine.com/documents/hsus-2012-asv-guidelines-tools-and-documents>

# Capacity for Basic / Minimal Care Staffing

## Guidelines:

- NACA and HSUS 15 min. / animal / day
- 6 min. for feeding
- 9 min. for cleaning

## On site observations / timing

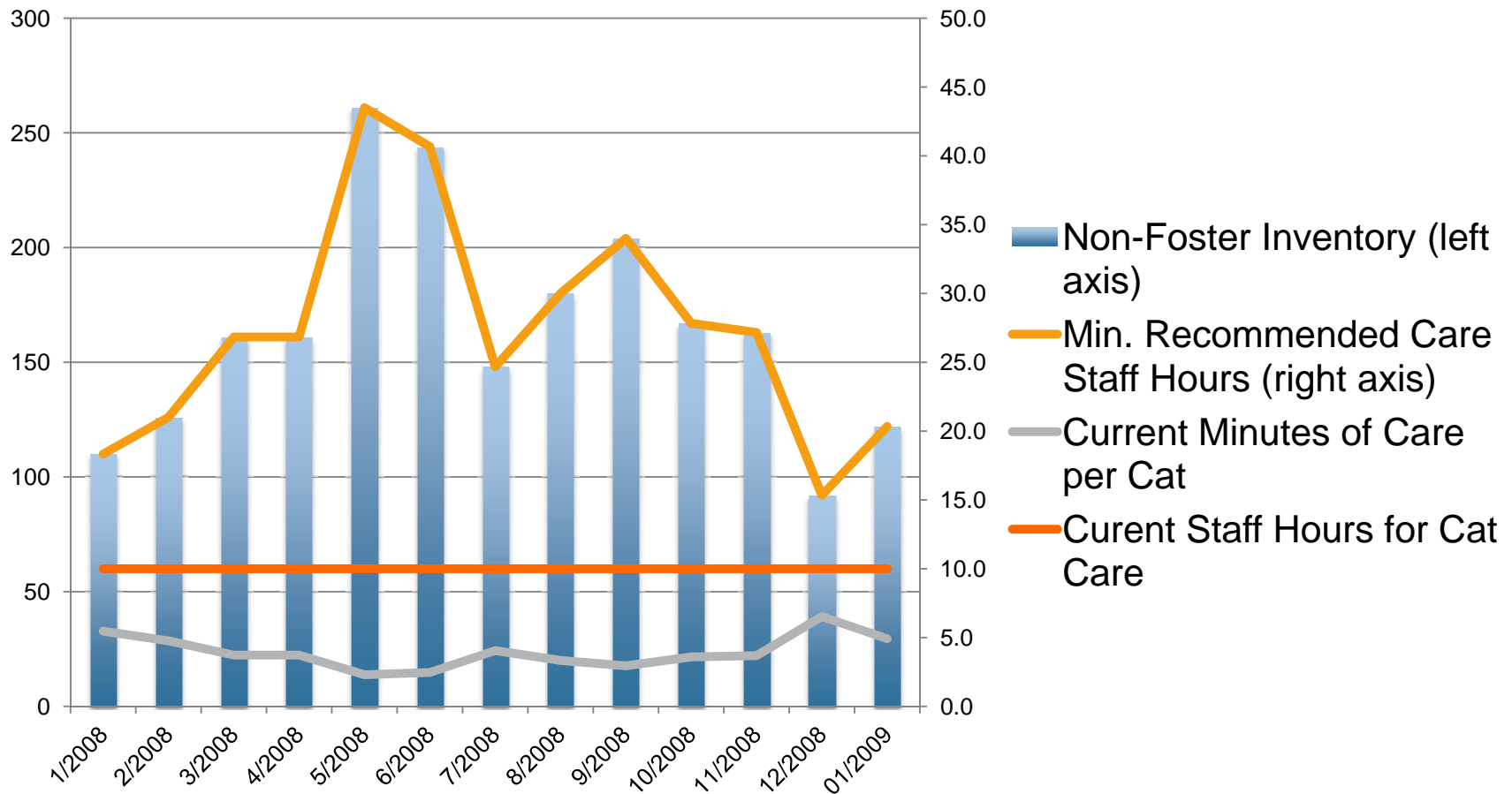
- Based on adequate procedures

## Capacity for Minimum Care:

40 animals x 15 minutes = 600 minutes = 10 hours of staff time

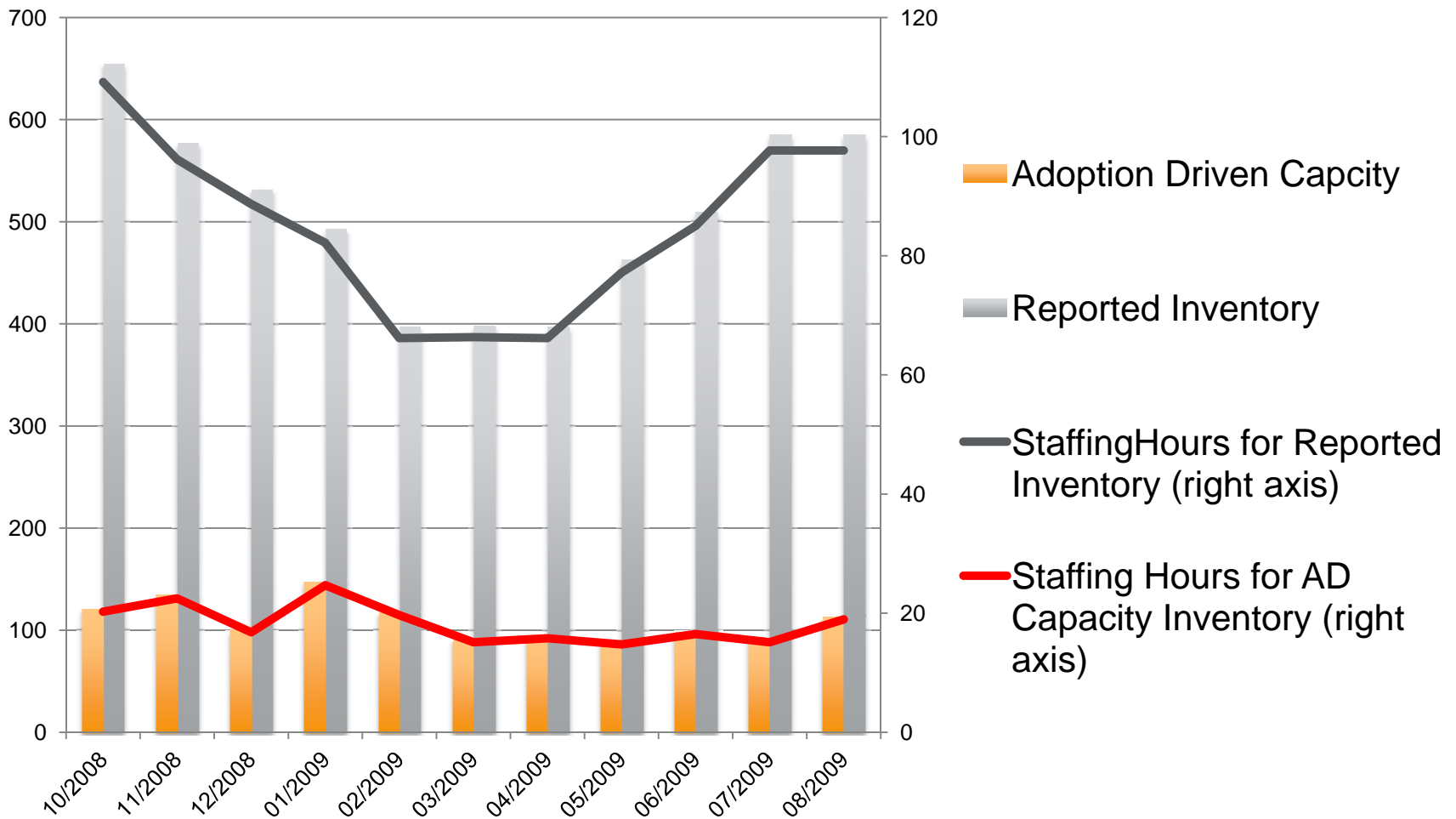
Three staff members for 3 ½ hours to get the job done by 12:30 pm.  
(if you start at 9 am)

# Staffing for Care Relative to Inventory





# Staffing for Basic Care Relative to Inventory

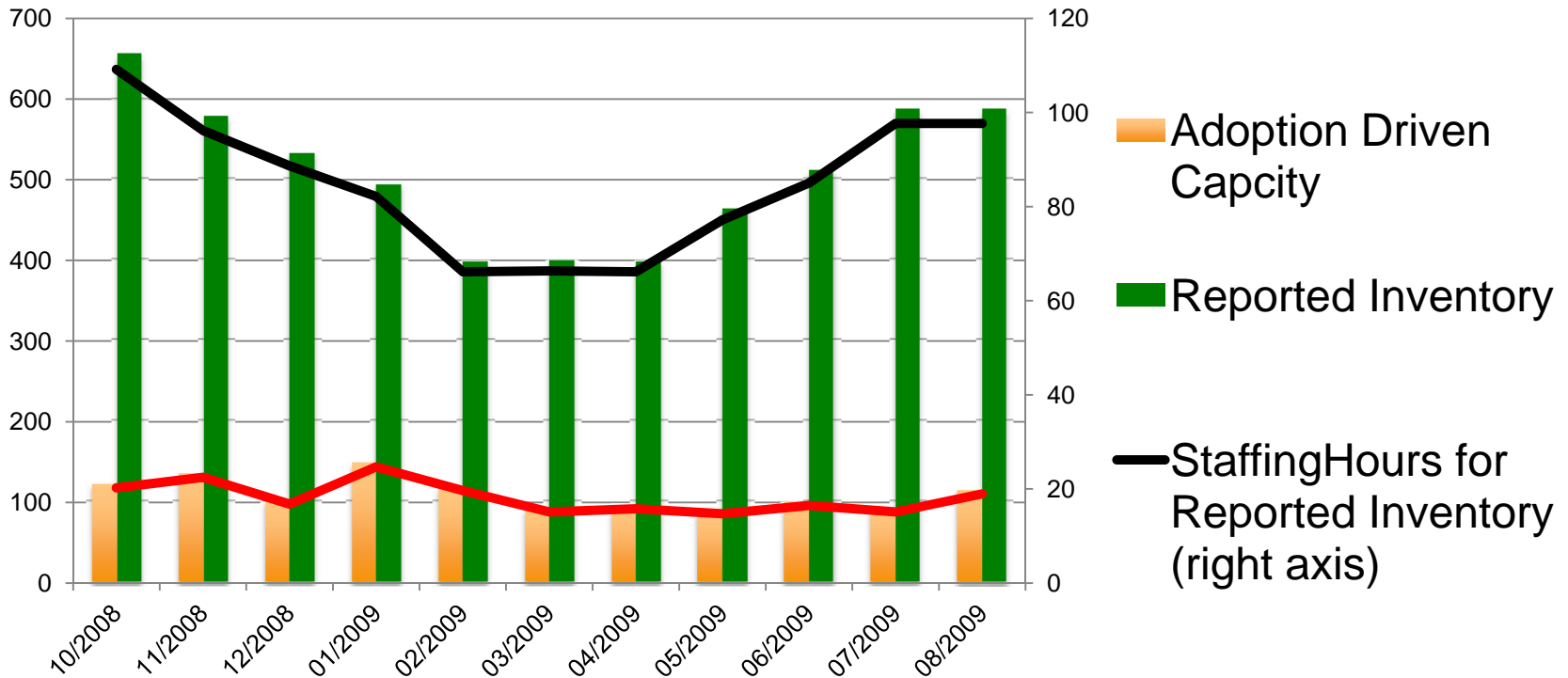


# Staffing

Number of animals	Basic care	Staffing minutes	Total staff hours	Staff members
422	15	6,330	105.5	26
101	15	2,250	25.25	9

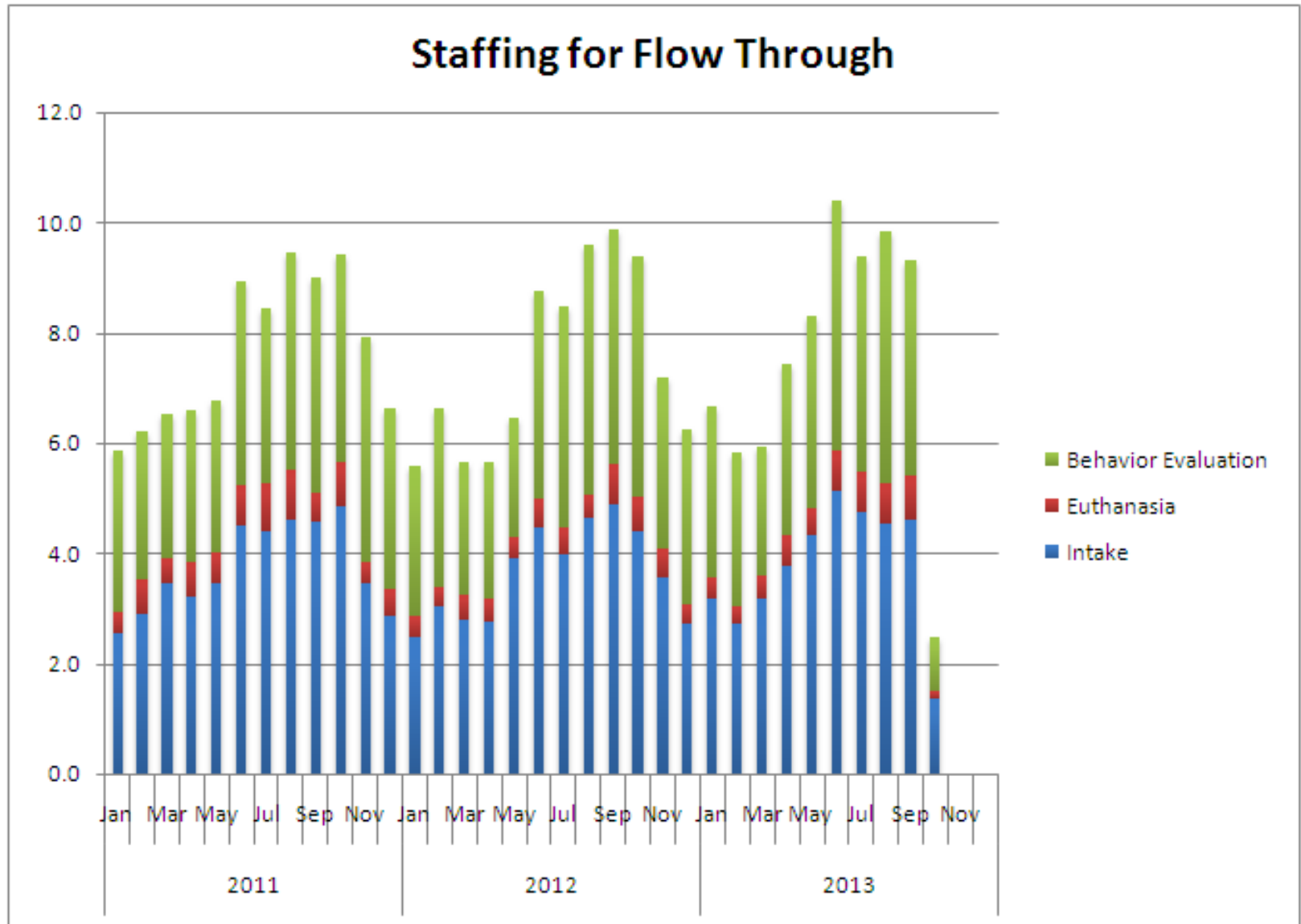
Total staff hours	Hourly	Daily costs	Monthly
105.5	\$8.50	\$897	\$27,807
25.25	\$8.50	\$227	\$6,817

# Staffing for Basic Care Relative to Inventory



Time for care \* Number of animals needing care = Capacity requirements

# Seasonal Variation



# Counting Activities

Date		Isolation	Stray Isolation	Floor Medications	FeLv/Combo test	Medication (marquis, pyrantel, revolution )	Scar check, re-culture, woods exam	Re-Vaccinate
10/1/13	# treatments	8	20	36	5	7	0	2
10/2/13	# treatments	14	10	13	0	2	0	0
10/3/13	# treatments	13	12	22	3	6	0	1
10/4/13	# treatments	12	15	18	7	3	3	0
10/5/13	# treatments	11	11	17	0	6	0	0
10/6/13	# treatments	18	13	9	3	1	0	0
10/7/13	# treatments	16	13	7	0	0	0	0
	AVERAGES	13.1	13.4	17.4	2.6	3.6	0.4	0.4

# Calculating Time for Activities

		Estimated Time	Hours
Isolation treatments	13.1	5	1.09
Stray Isolation treatments	13.4	5	1.12
Floor Medications	17.4	5	1.45
FeLv/Combo test	2.6	10	0.43
Medication (marquis, pyrantel, revolution)	3.6	5	0.30
Scar check, reculture, woods test	0.4	10	0.07
Re-Vaccinate	0.4	5	0.03
		<b>Total Hours</b>	<b>4.49</b>

# Spay / Neuter

How many need to be done?

- Based on Adoptions / LR and % unaltered

When?

- Timing during week

How long does it take?

Include ALL staff

Include ALL parts

- Prep / collecting animals
- Surgery
- Clean-up
- Scheduling?
- Returning animals?

# Simple Summary

Required Time x Avg. daily number  
= Holding capacity

Avg. daily LR numbers \* target LOS = LR Capacity

Required time x # of repetitions  
= Staffing requirements



# Your reward!



My thanks for the work you do everyday!

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