

Play The Length of Stay Game (Where Everybody Wins)

Cats don't
"stay".
I am just
humoring
you.





Sandra Newbury, DVM

Koret Shelter Medicine Program

Center for Companion Animal Health

University of California, Davis

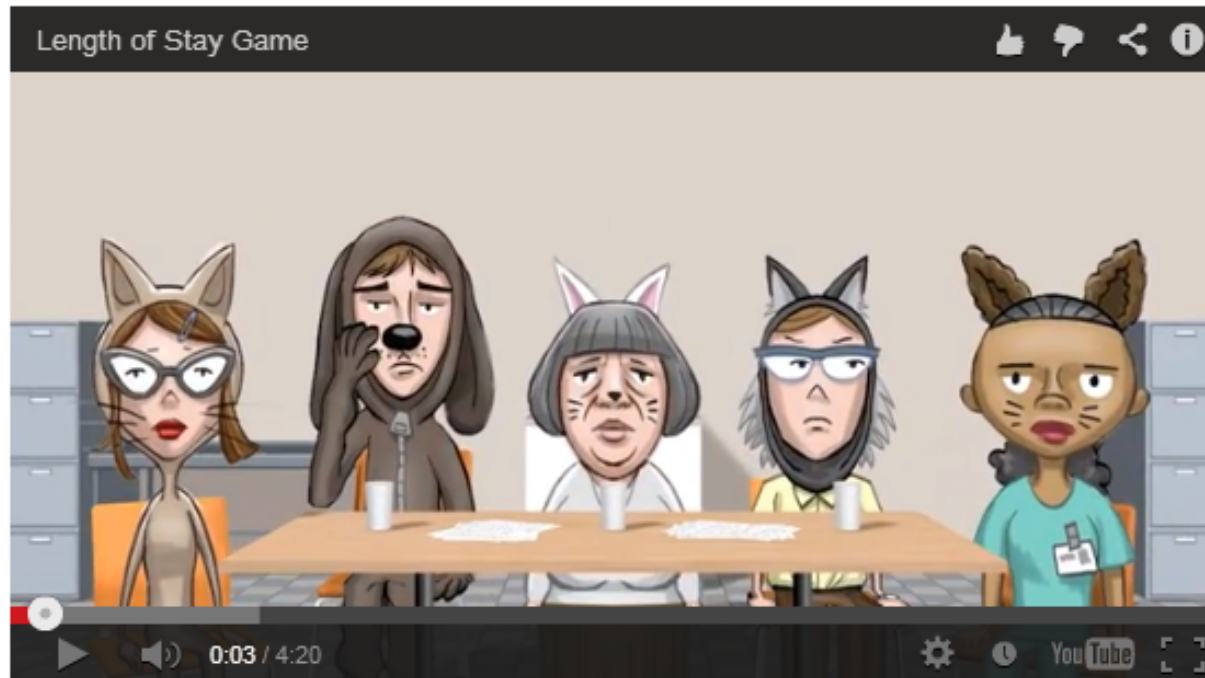
www.sheltermedicine.com

www.facebook.com/sheltermedicine

A little history

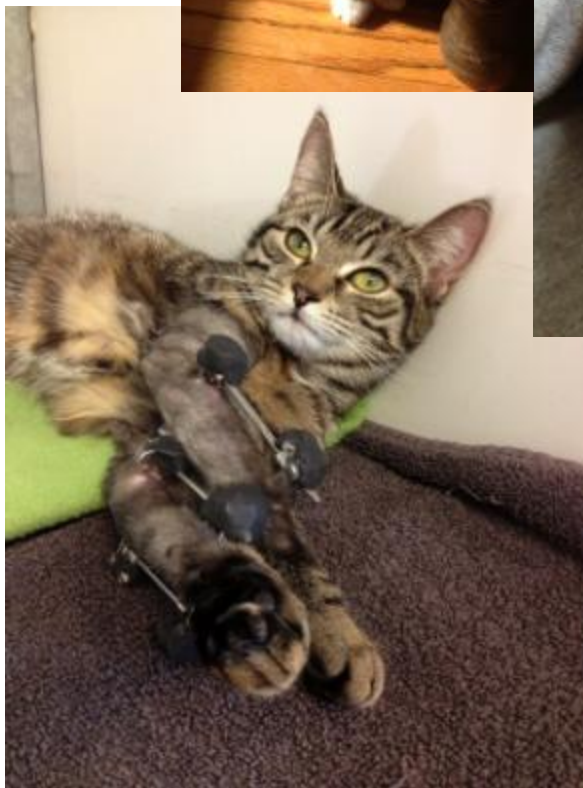
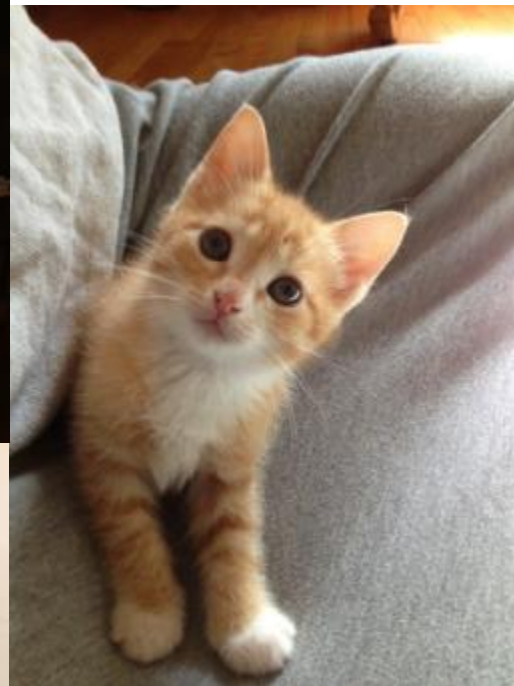


Play the Game



www.aspcapro.org/stay

Averaging Length of Stay



Average and median length of stay

Identification	Intake date	Outcome date	Length of Stay	
1	4/2/13	4/20/13	18	
2	4/12/13	4/25/13	13	
3	4/12/13	4/17/13	5	
4	4/15/13	4/20/13	5	
5	4/24/13	4/25/13	1	
6	4/25/13	4/29/13	4	
7	4/26/13	4/29/13	3	
			49	Total Days in care
			7	Number of Animals
			7	Average LOS
			5	Median LOS

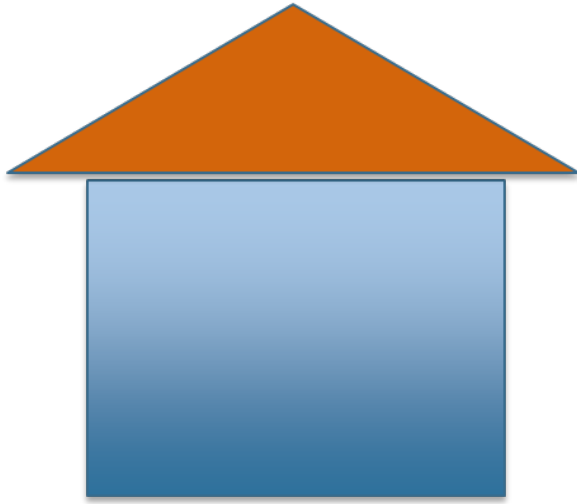
Avg. LOS = Total Days in Care / Number of Animals

Median LOS = the number in the middle

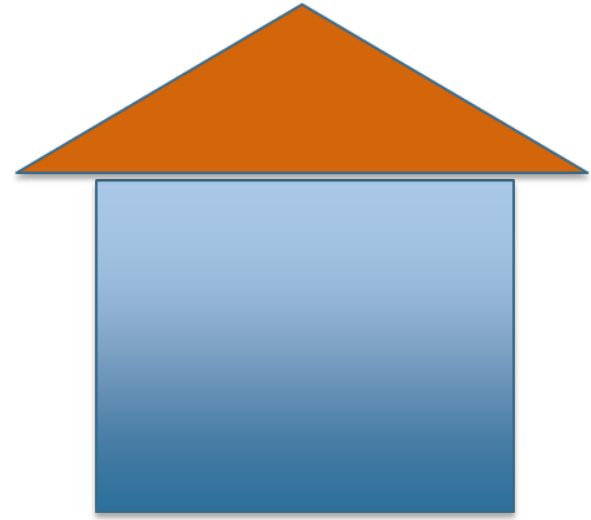
1, 3, 4, 5, 5, 13, 18

Specifics on calculating average and median length of stay can be found in the Length of Stay FAQs at www.ASPCApro.org/STAY

Shelter A or Shelter B?



Intake: 1,000 animals/year



Intake: 2,000 animals/year

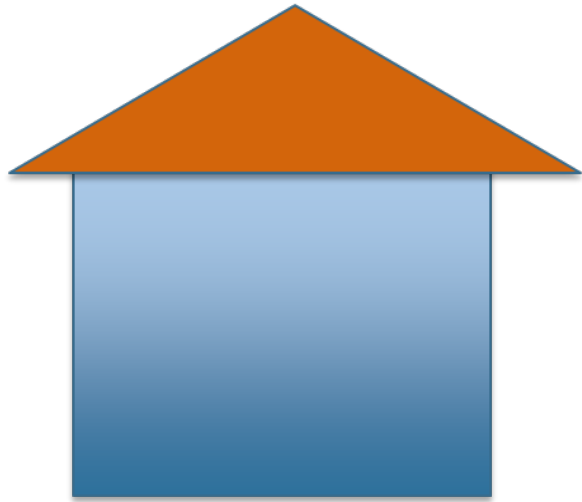
**Which one costs more to run
each day?**

- a. A
- b. B
- c. It depends.

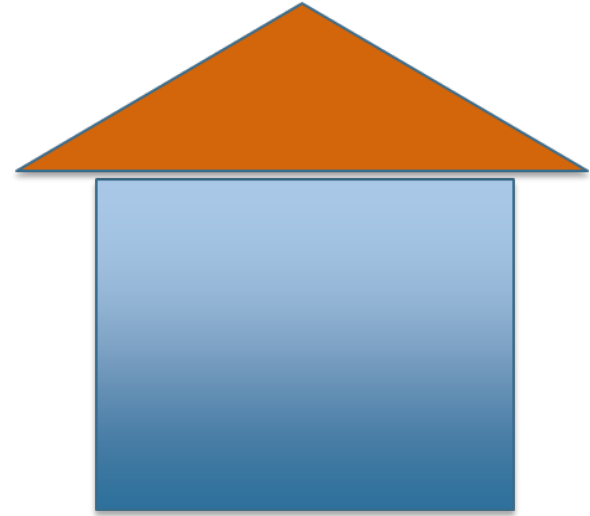
Shelter A

or

Shelter B?



Capacity: 100 animals a day



Capacity: 200 animals a day

**Which one serves more animals
each year?**

- a. A
- b. B
- c. It depends.

Capacity versus flow

Capacity: how many animals you can care for at once



Flow: how many animals you can care for over time

Determining capacity



Animal care day: the basic unit of capacity

1 animal's day
+1 day's worth of care time
+1 day's consumable supplies =
1 animal care day

Not all care days are created equal



Costs for shelter and animal depend on amount and quality of:

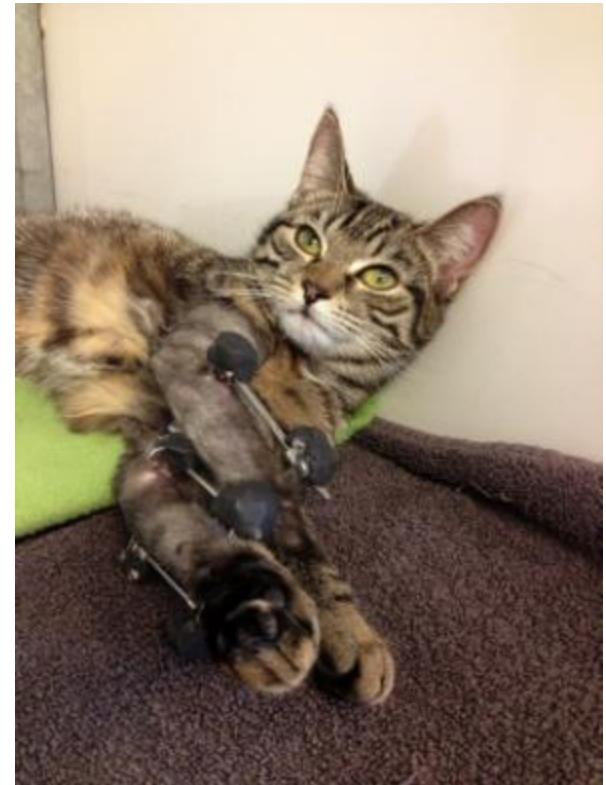
- Housing
- Care provided
- Consumable supplies

Capacity

Total care days at any one time
= capacity

Census (Daily Population, Inventory)
PLUS care needs
PLUS consumable supplies
Capacity

Not as simple as how many
housing units.



Budgeting care days?

How much do you have?

- Actual – housing and care

Ideal – don't be afraid to dream big

- Space per animal
- Time per animal per day
- Extras (enrichment, medical care, foster care...)

How much do you need?

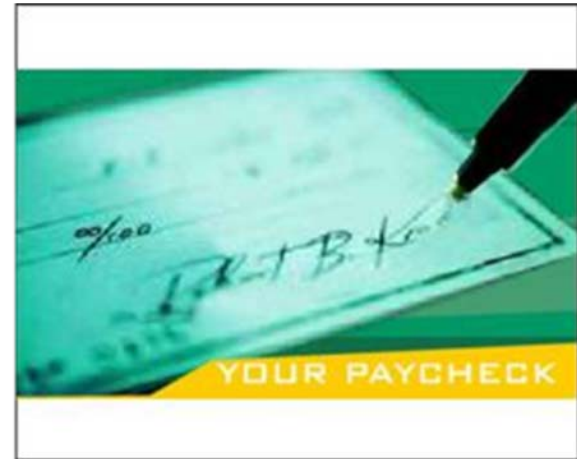
- Intake x length of stay



Staying on budget

What are your choices if your resources don't match your expenses?

- Keep spending more than you earn, pay an enormous amount of interest, get less of what you need over time, and eventually go bankrupt



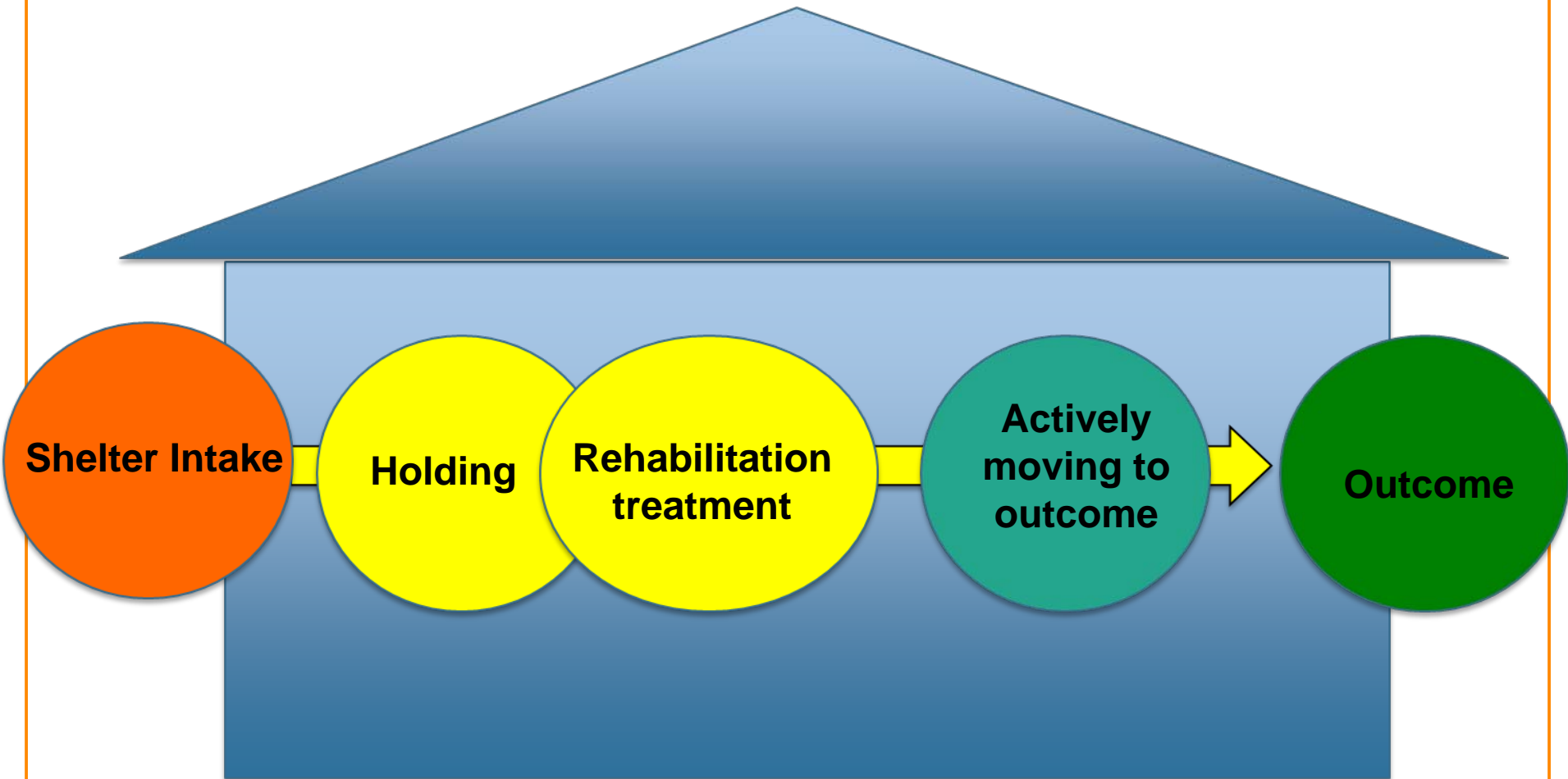
Staying on budget

What are your choices to make your resources match your expenses?

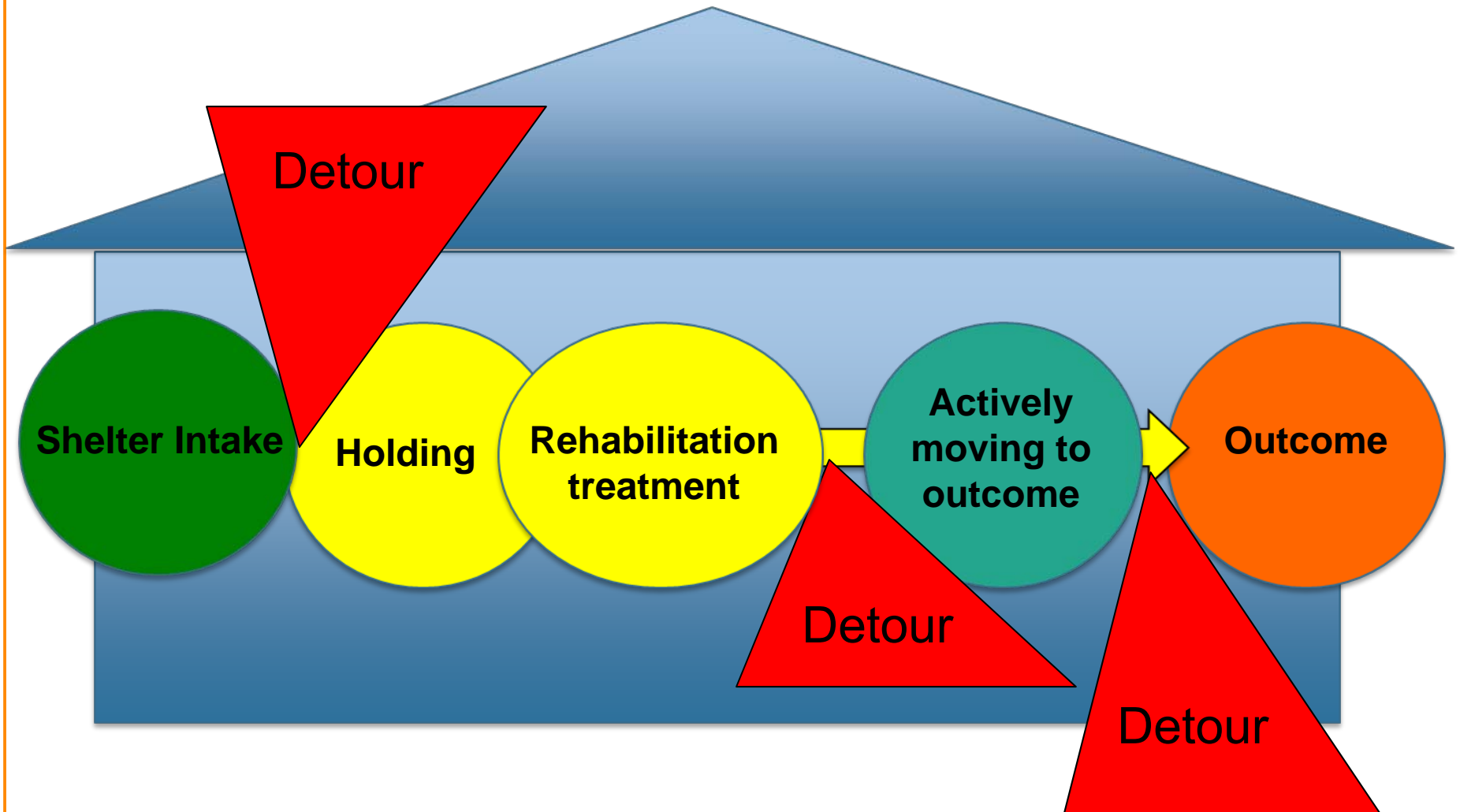
- ~~Keep spending more than you earn, pay an enormous amount of interest, get less over time, and eventually go bankrupt~~
- Buy crummier stuff
- Buy less stuff
- Earn more money
- Get better bargains!
- Quit wasting money
- Invest wisely



Breaking down length of stay



Detours



Defining Pathways



For each each pathway:

Evaluate each part of length of stay for each type of animal you admit

- Stray vs owner surrender vs transfer
- Dog versus cat (versus feral)
- Neonate versus juvenile versus adult
- Healthy/behaviorally sound versus not

Ichi and The Beauty Queen

Underage

Susceptibility

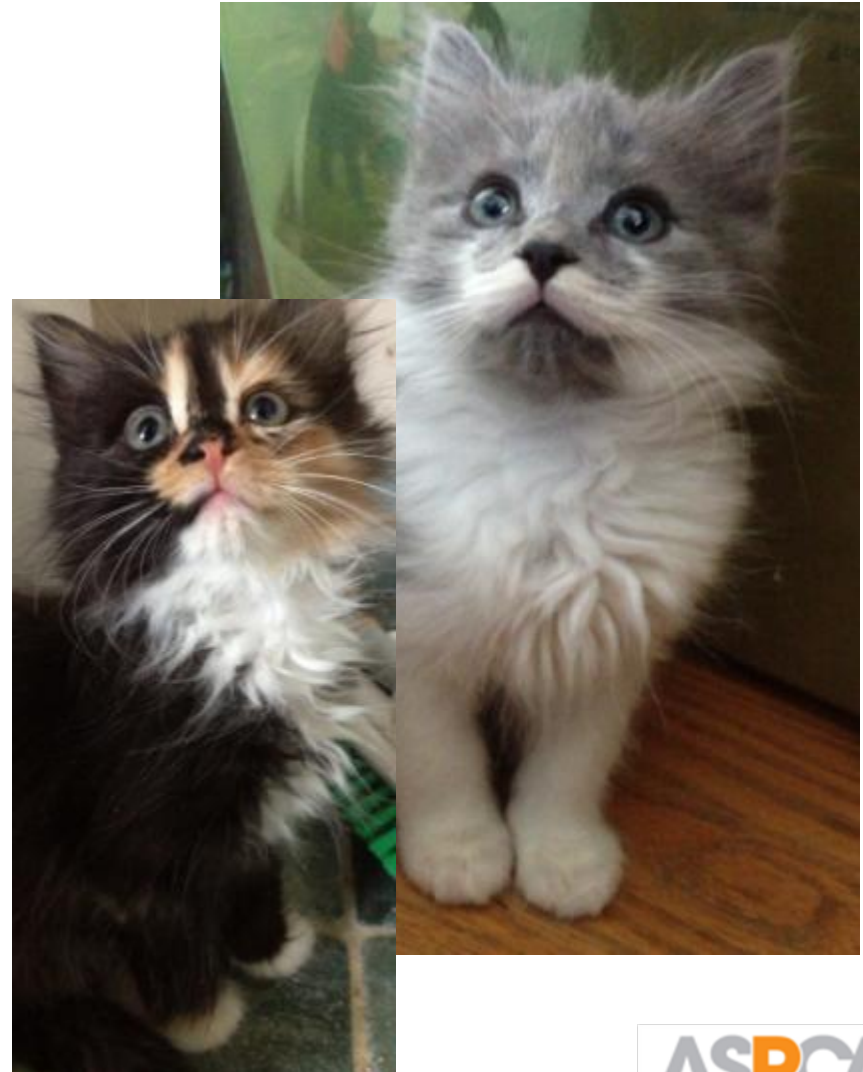
- Socialization
- High potential for adoption

Stray holding in foster care

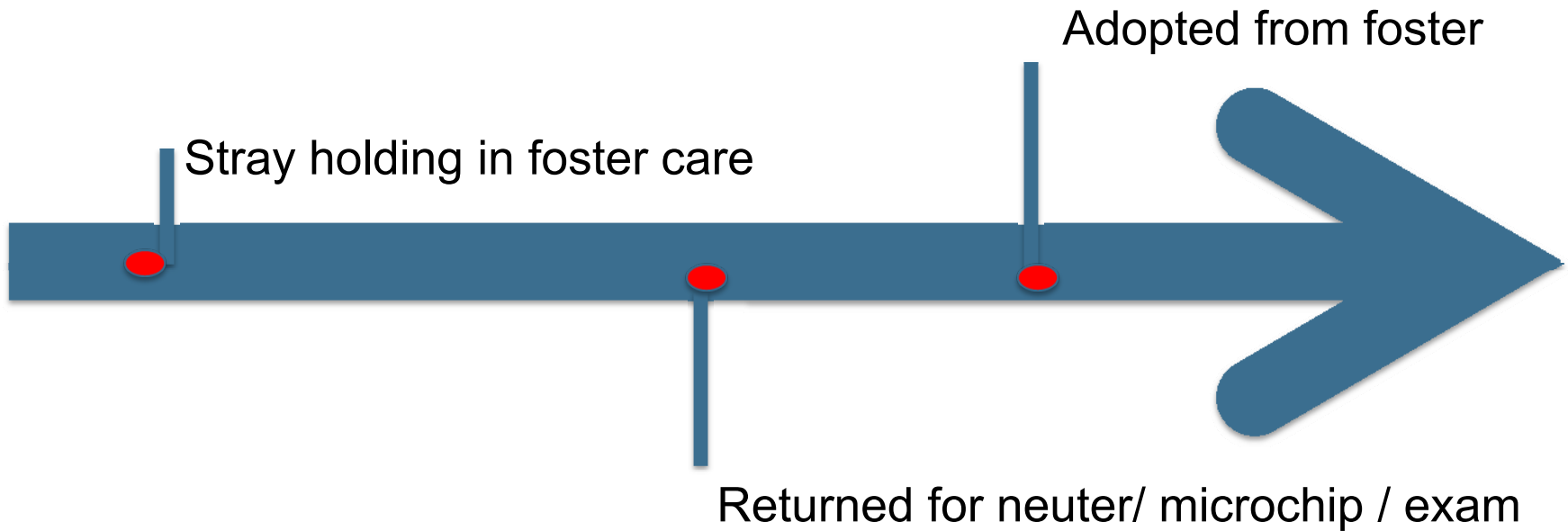
Supportive care while in
foster

Returned for neuter/
microchip / exam

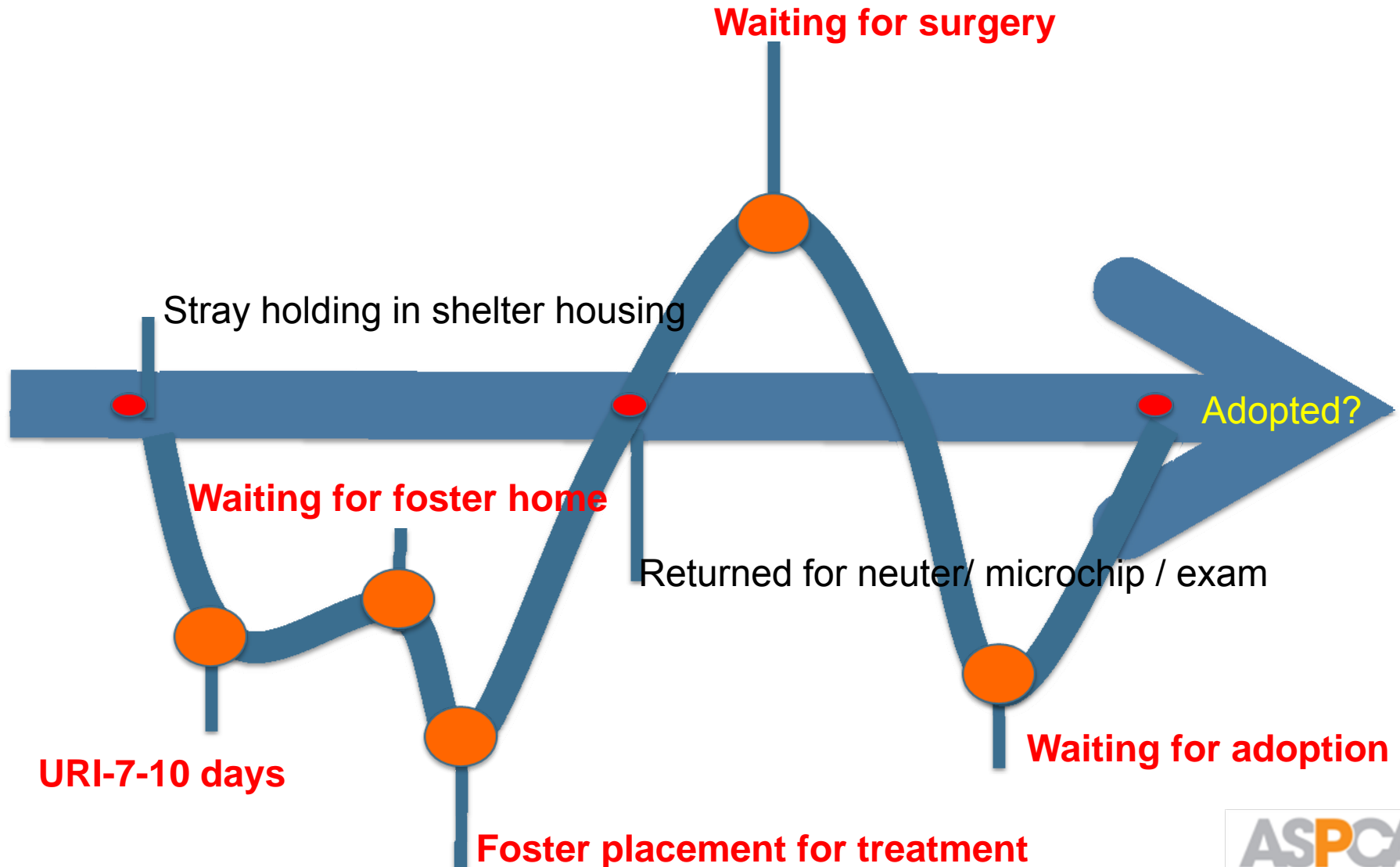
Adopted from foster



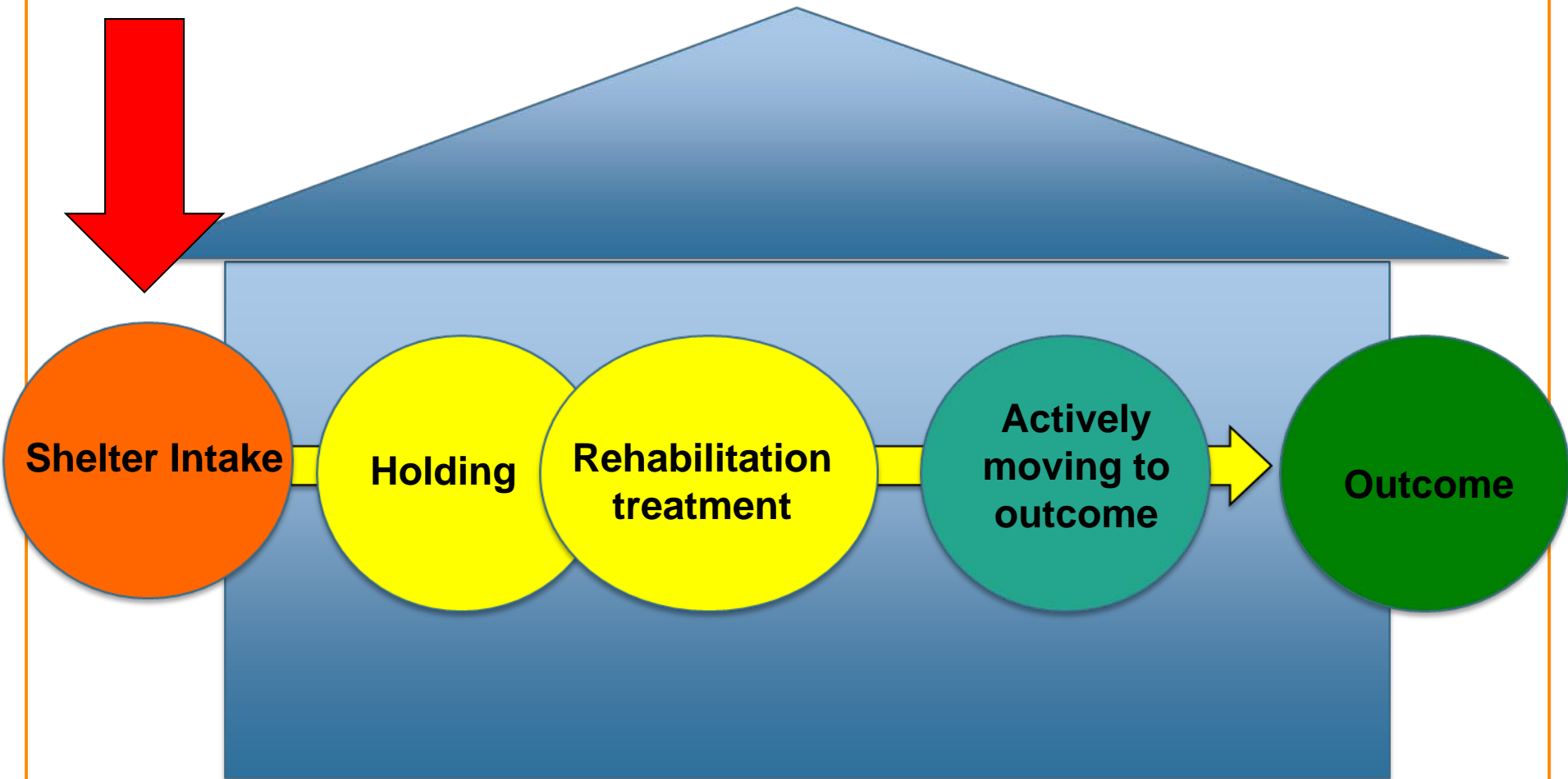
Planned pathway



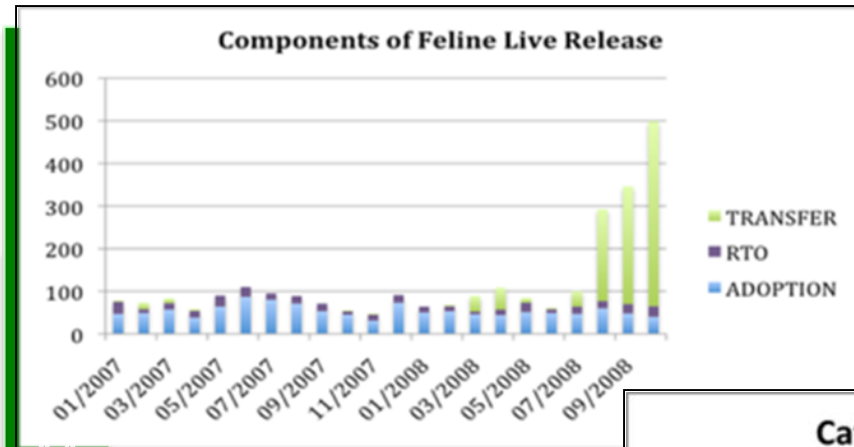
Alternate long and winding pathway



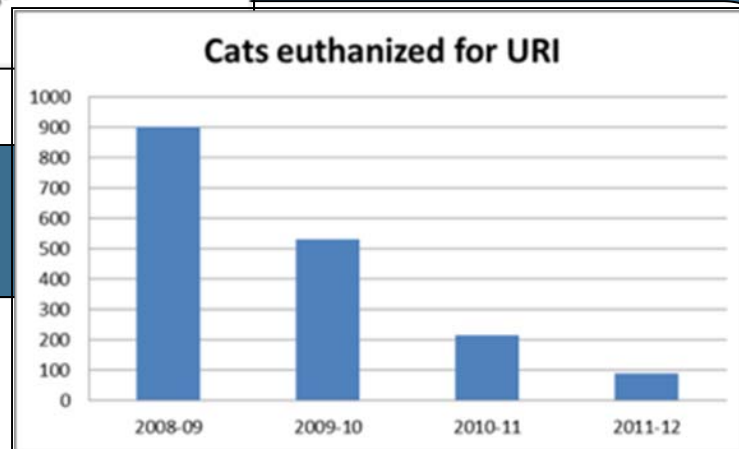
Reducing length of stay by managing intake



Should they stay where they are?



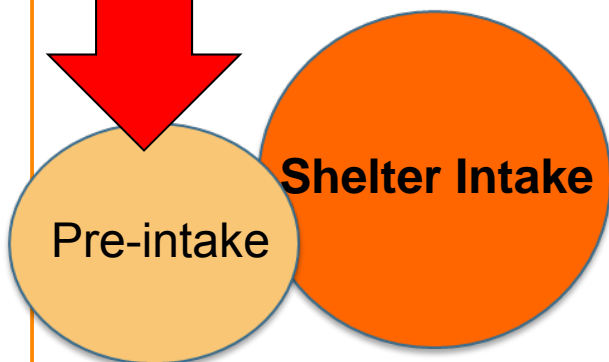
Feral Freedom



Feral Freedom Guide available at

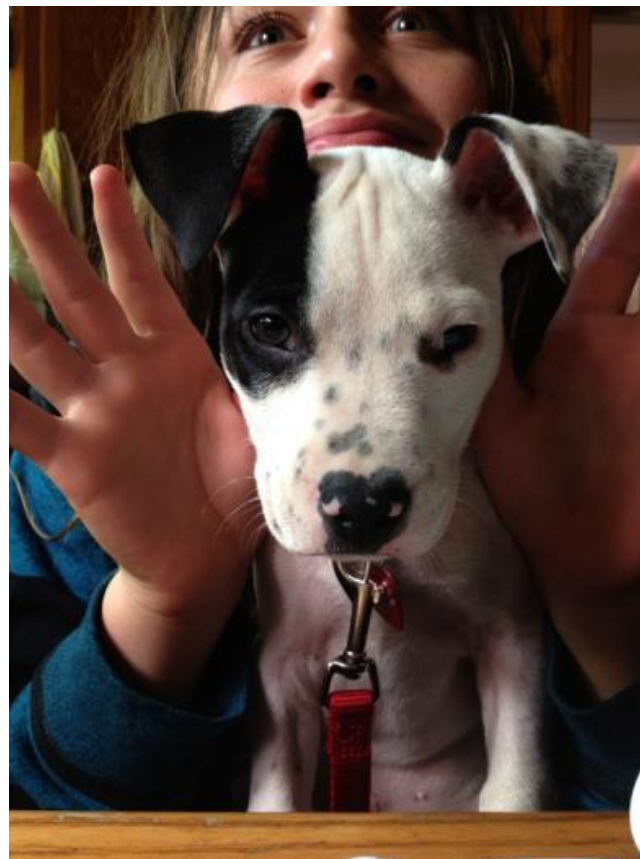
http://bestfriends.org/uploadedFiles/Content/Resources/Resources_for_Rescuers%281%29/Community_Cats/FeralFreedomGuide.pdf

Pre-intake options



Allow some “length of stay” to take place outside the shelter

- Scheduled intake
- Pre-intake care
 - Foster return scheduling
 - Ready, Set, Go
 - Finder/foster



Scheduled intake

Allows thoughtful planning
on both sides

Opportunity for
alternatives to be found

- Designate and equip staff to schedule appointments
- 5-7 day wait time may actually help
- Provide medical, behavioral, rehoming resources
- Decide on plan for those who can't/won't wait

Surrender your pet

ANIMAL ADMISSIONS CENTER (763) 412-4969

Animals accepted only by appointment, call to schedule

Let's work together to ensure the best possible solution for you and your pet. Click on the following links for additional information.

- **ALTERNATIVES TO SURRENDERING YOUR PET**

We may be able to help you keep your pet at home or there may be alternative rehoming options available to you.

- **SURRENDERING YOUR PET TO ANIMAL HUMANE SOCIETY**

Begin the process of surrendering your pet to AHS if alternative resources don't address the circumstances you are experiencing with your pet.

- **SURRENDER FORMS FOR YOUR APPOINTMENT AND FEES**

Complete and print out the **required** corresponding surrender form and bring it and a copy of your pet's veterinary records with you to your appointment.

Animal Humane Society is an open-admission facility that serves all people and animals.

Which would you choose?



CA.GOV California Department of Motor Vehicles

View sfassms.ca.gov Contact Us / Español

Search

» This Site » California

You have 0 items in your shopping cart

Appointment System

You can make Appointments for up to three customers and/or up to three items.

Which office would you like to visit?
(Make a selection from the map or the drop down list of offices.)

Map CA DMV Offices

How many items would you like to process?

☐ 1 item
☐ 2 items
☐ 3 items

Select which item(s) you would like to do

☐ Apply for, replace, or renew a California:
• Driver's License (not including behind-the-wheel driving tests)
• Identification Card
• Instruction (Learner) permit
• Additional types of services/information

☐ Register or title a vehicle or vessel (boat):
• Plates and stickers
• Title or registration
• Moving Permits
• Additional types of services/information

Identity Management Portal

LOGIN/REGISTER
Login Here
Register Here

DMV Homepage

Types of Services:

- Driver License
- Identification Card
- Vehicle Registration
- Driving Tests

Additional Info:

- FAQs
- Privacy/Security

CAUTION!
Is your computer secure?
Security Awareness (PDF)

STATE OF CALIFORNIA
DMV
DRIVING
CHANGE

One shelter's experience

Incoming

- Down 25%

Placement Rate

- Up 20%
- Now at 81%

Euthanasia Rate

- Down 39%
- Now at 20%

Length of Stay

- Cats 10.5 days
- Dogs 12.8 days

Call Center

- Of those who do not make an appointment 40% have either rehomed on their own OR utilized a resource and decided to keep animal.

Slight increase in feline impounds for local animal control; now transferring cats in weekly

Small cat cages converted 3 into 1



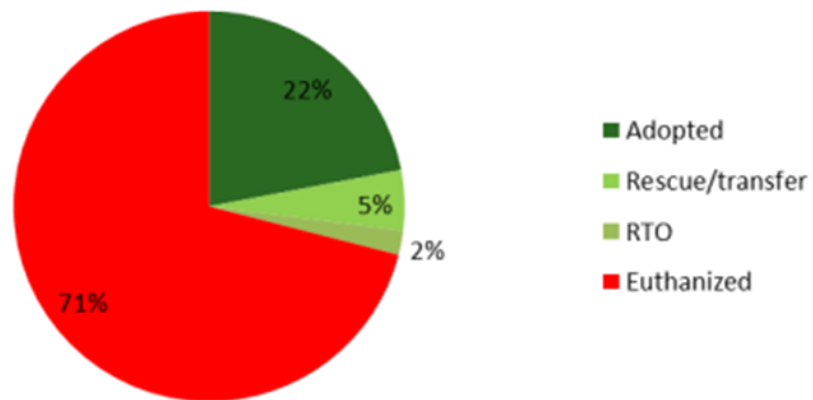
<http://www.animalhumanesociety.org/>



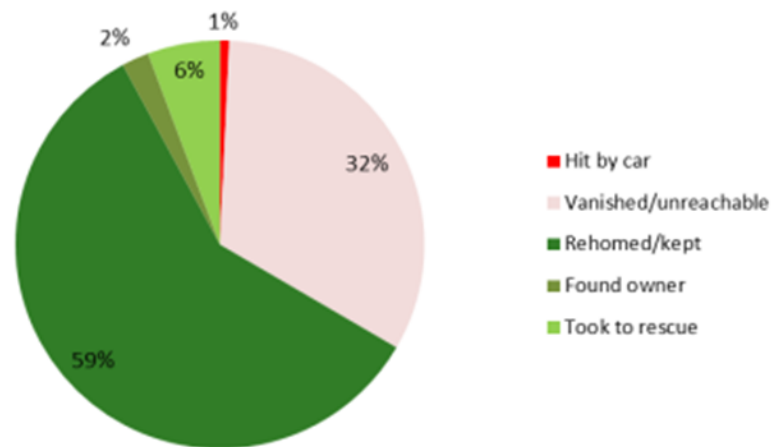
Not the only game in town



Feline outcomes California



Feline outcomes stray wait list



www.yourspca.org

Ready set go!

- Combine with scheduled intake or “finder/foster”
- Vaccinate, +/- surgery, initial behavior evaluation, treatment if needed
- Hold for two weeks or until ready to go (age, health)
- Provide support materials for finder/foster parents
- Foster buddy?
- Web based resources?
- Post strays as found
- Straight up to adoption upon return – (or from foster)



abcdpyt.blogspot.com

The power of “The Ask”

We've managed to find homes for about 500 more animals a year by doing this...I think that in general the success has come down to the power of asking. We never asked anyone before. When we started, overwhelmingly people said yes, especially for cats and kittens that would have otherwise been an automatic euthanasia due to the fact that they were already ill when our foster program was already full and the shelter had no additional space.

Of course we get people who say no still, but even the fact that we're sharing accountability with the general public has raised staff morale in addition to saving more lives.



ANIMAL RESCUE LEAGUE
SHELTER & WILDLIFE CENTER

www.animalrescue.org



Evaluation for intake/adoption scoring system

Assign points to:

- Behavior
- Age
- Health
- Special characteristics

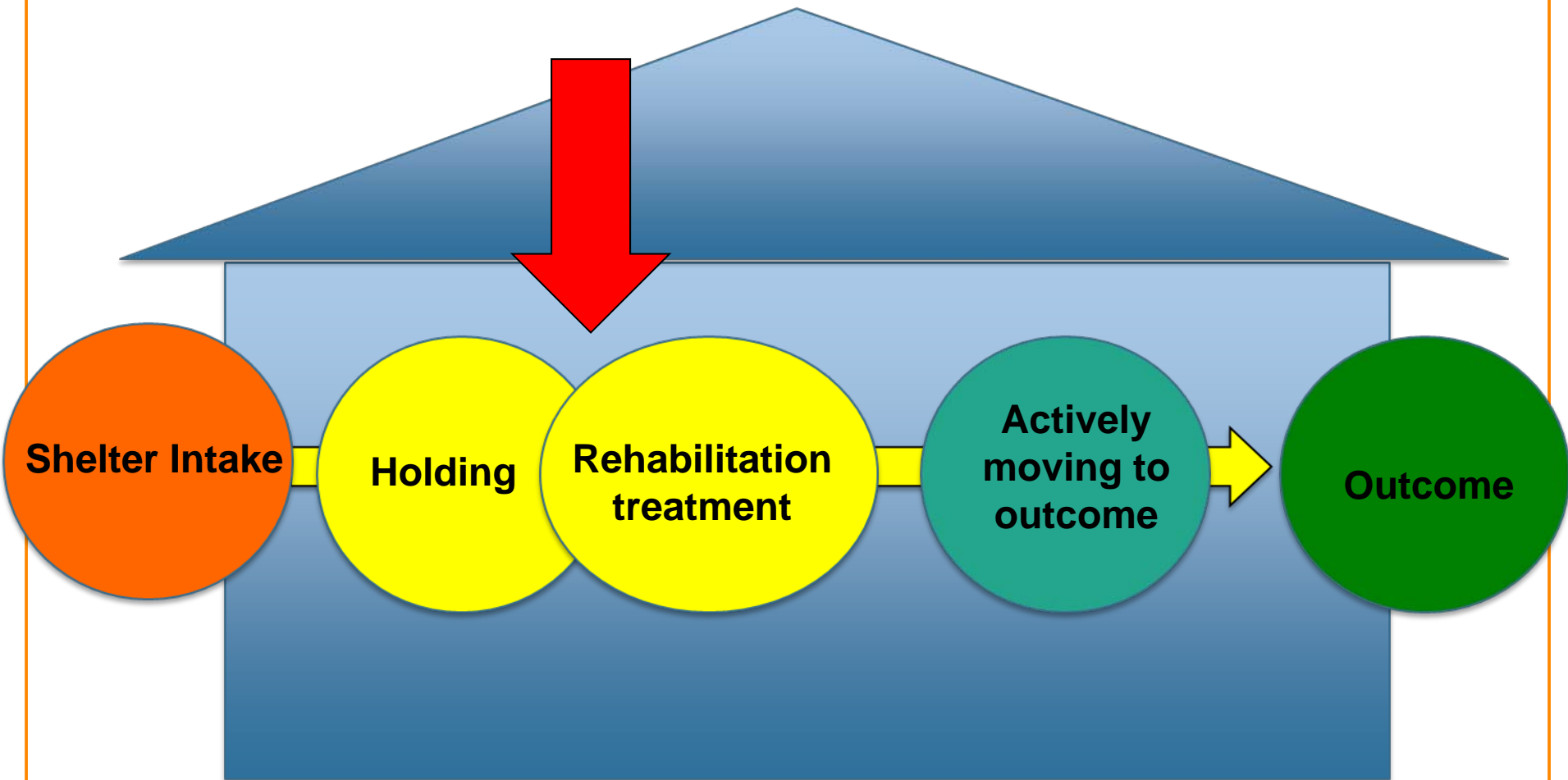
Decide on fast track/slow track/super slow track
Plan housing accordingly

Try this at home!

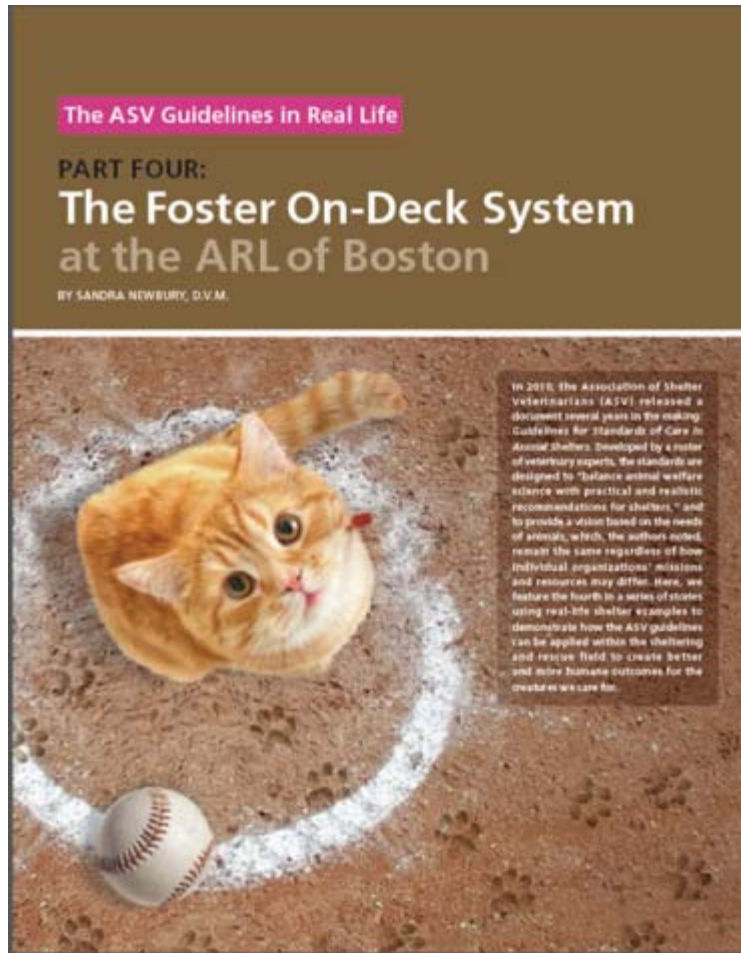
<http://www.sheltermedicine.com/shelter-health-portal/information-sheets/developing-intake-and-adoption-decision-making-criteria>

Feline evaluation for adoption tool	Points
Behavior (choose 1)	
Exceptionally friendly/no known cat issues	8
Social/no known cat issues	4
Shy/neutral/doesn't like other cats	1
Age (choose 1)	
Kitten (6 weeks -4 months)	8
Adolescent (4 - 6 months)	6
Young adult (6-12 months or so)	5
Adult (1-4 years)	4
Middle aged (5-8 years)	2
Senior (9 plus years)	0
Health (choose 1)	
Healthy	4
Minor, treatable health issue	2
Moderate, treatable health issue	0
Special characteristics (choose all that apply)	
Non-black but non-exceptional color	1
Special color/pattern	2
Purebred(ish)	2
Other physical cuteness (e.g. extra toes)	2
Already spayed/neutered	2
Well told sob story	2
Total score for individual cat	

Reducing pre-adoption length of stay



Batter up!



Foster On Deck program proactively seeks foster parents. We know we'll need you. You'll know when by watching your your place on the roster. Just let us know if you're going to be away or need a rest break and we'll move you down. Otherwise, when your turn is up get ready for your call to step up to the plate.

http://www.animalsheltering.org/magazine/animal-sheltering/back-issues/nov_dec_2011_pp22-43.pdf

Evaluating stray hold

Legal obligations

What's best for most animals

- Proportion reclaimed?
- Other live release outcomes available?

Hold to live release:

- Ideally 0 for cats, ~ 3 days for dogs with no ID
- Longer hold with ID, or to euthanasia
- Couple with promotion/legislation for ID

Days in kennel	# RTO	Percent
0	165	37%
1	161	74%
2	38	82%
3	22	87%
4	10	90%
5	9	92%
6	13	95%
7	9	97%
8	1	97%
9	1	97%
10	3	98%
11	4	99%
12	1	99%
13	0	99%
14	1	99%

Minimize optional intake quarantine

Keep track of date of disease onset
for all animals

Evaluate quarantine benefit routinely

If needed: *just* long enough to catch
majority of problems

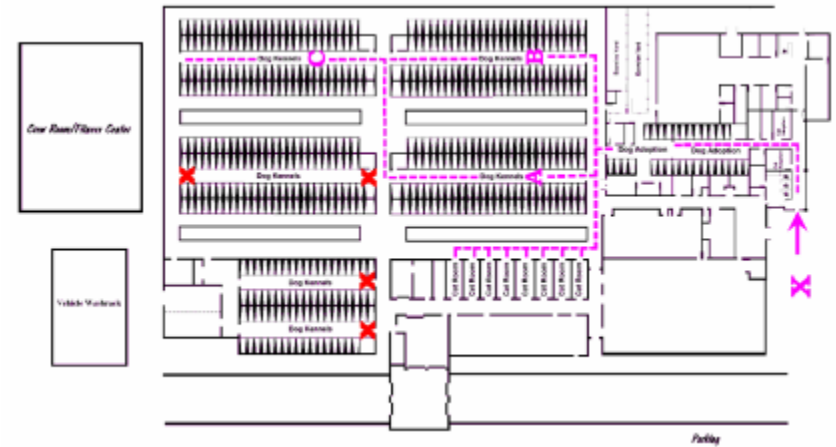
- May vary by source
- Consider titers to identify healthy animals at low risk for parvo/distemper/panleukopenia
- Watch out for shelter-acquired disease spike at 10-14 days
- 3-5 days max for vaccine protection

Daily monitoring form

Characteristic	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
General appearance/attitude							
Appetite							
Stool							
Urine							
Respiratory							
Skin							
Behavior							
Other							
Initials of person monitoring							
Comments (Please date and initial):							
General: N = bright, alert, responsive, Q = quiet, D = depressed Appetite: N = normal, ↓ = decreased, ↑ = increased (use only if dog seems unusually hungry) Stool: N = normal, D = loose present, B = hard but formed, D = diarrhea, B = bloody, M = mucous, C = see comments for other Urine: N = normal, D = no present, ↑ = increased A = abnormal (describe in comments) Respiratory: N = normal, C = coughing, D = nasal discharge (describe in comments - color, which nostril), E = ocular discharge, C = see comments Skin: N = normal, I = itchy, A = hair loss (alopecia), C = see comments for other observations (e.g. wounds, parasites) Behavior: N = unchanged, ↓ = getting worse (describe in comments), ↑ = getting better (describe in comments)							

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



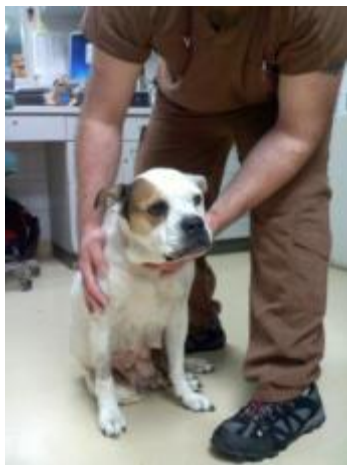
Hillsborough County Animal Services,
Tampa, Florida

Open selection

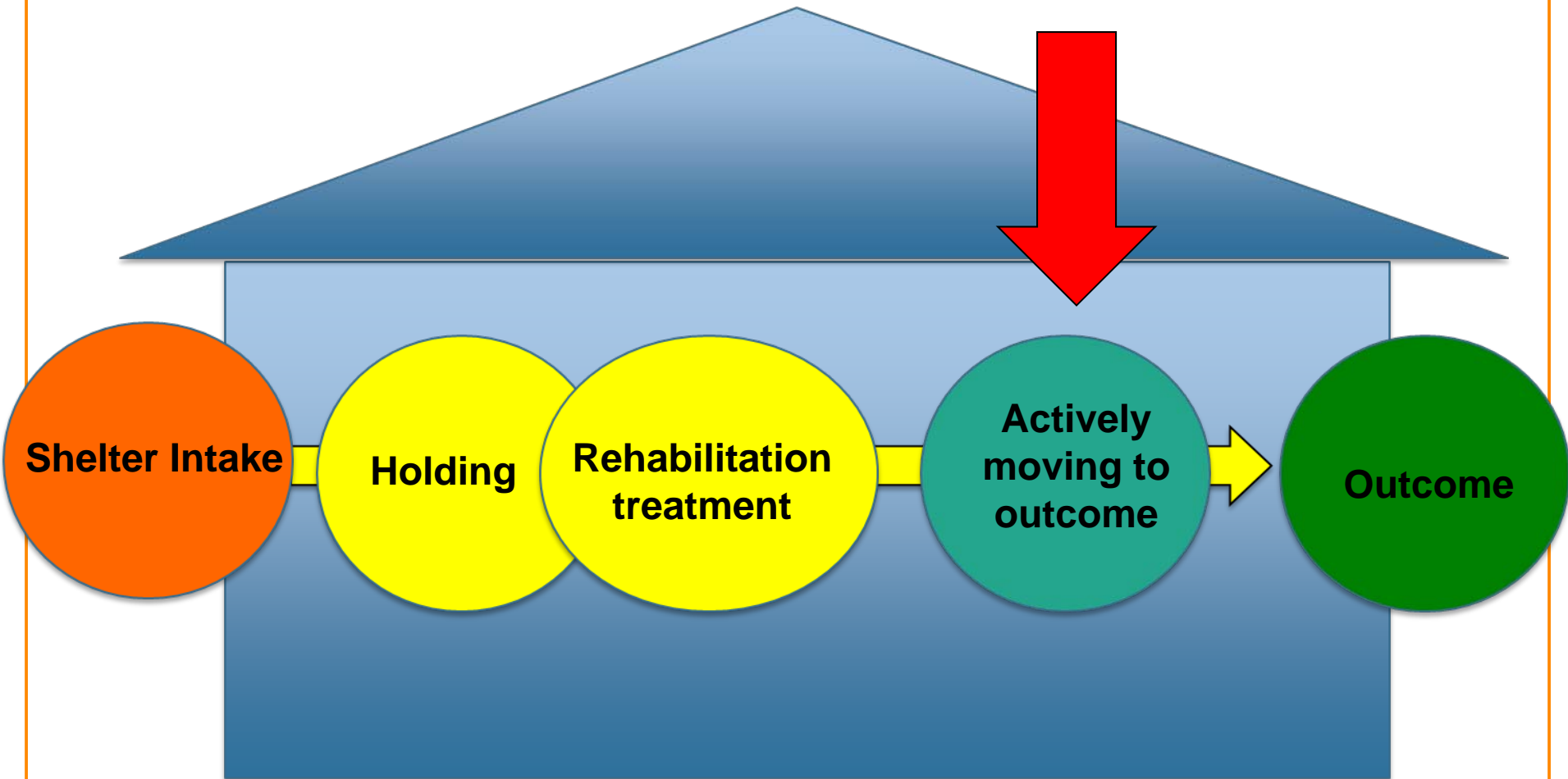
- Decide priority/process for multiple would-be adopters/rescuers
- E.g. citizens, staff, pro-active transfer partners, reactive transfer partners?
- First come/first serve, lottery?
- Document contacts and flag records clearly



Surprising choices?



Reducing length of stay to adoption



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!

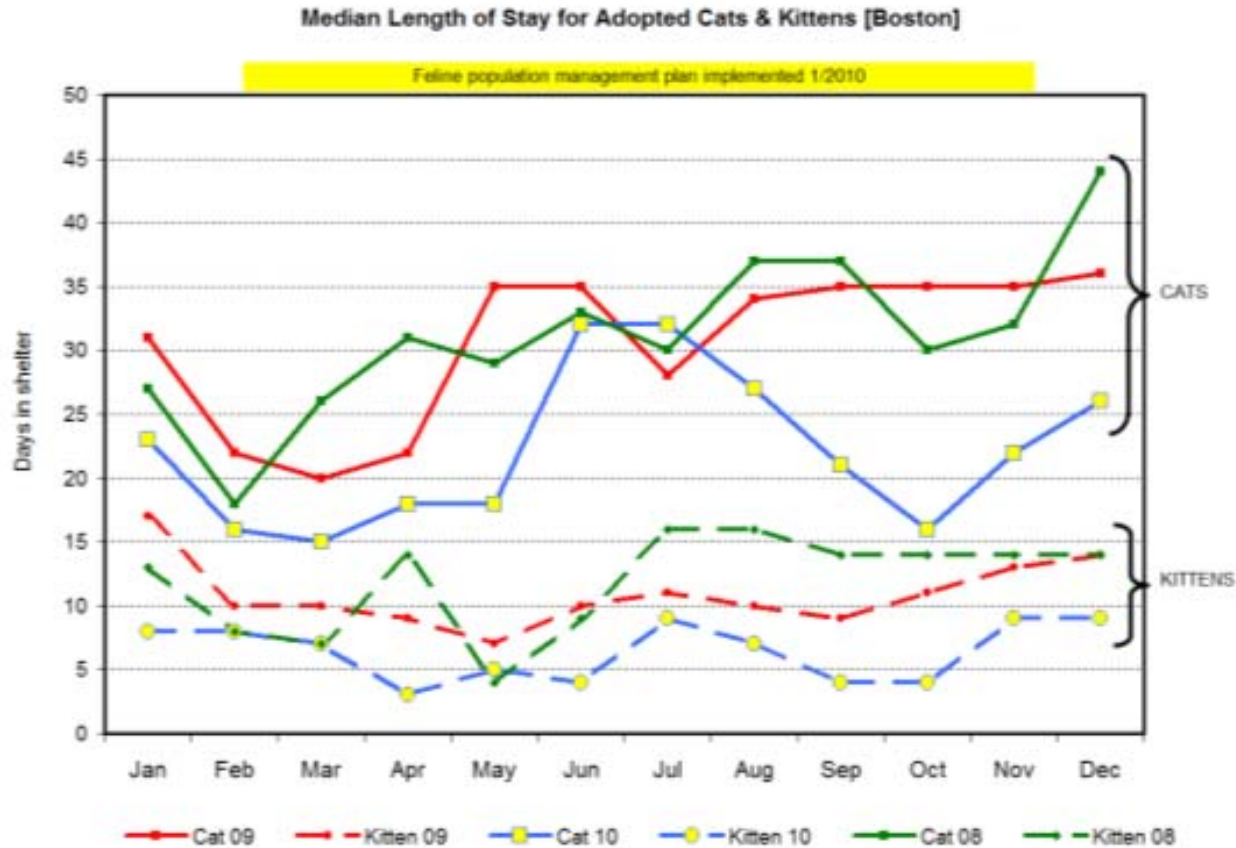
ASPCApro.org/stay or <http://www.sheltermedicine.com/node/37>

Fast track

We used to pick pretty much by date of intake, but now any fast track cats get priority in their exams. We designate whether a cat is fast or slow track on the move up board, and any fast track cats should always be moved up prior to slow track cats. Slow track cats aren't actually waiting any longer than they were before for their exams as the whole process of prioritizing fast track cats expedites things.



Fast track



Cat care day total in 2009: 43,004
Cat care day total in 2010: 32,459
Admitted 179 more cats, adopted 182 more



<http://home.arlboston.org/>

Adoption readiness

List procedures that need to be done before an animal is made available for adoption

- Does it need to be done?
- Can it be done during hold?
- Can it be done while available for adoption or after adoption?

Is there **sufficient staff** to do it 7 days a week?

- Train more staff/volunteers
- Strategic timing for intake/available staff (often Thurs/Friday)
- Just before an event



Turning up the flow

Promote adoption early, often
and by a variety of means

Population special efforts

- Historic patterns
- Special occasions
- Don't wait for crowding

Individual special efforts

- Characteristics rather than time
- Consider scoring system

Rescue

- Don't wait until animals make the euthanasia list!

How we did it...Marketing

Marketing

- YouTube Videos
- Staff Picks!
- Petango Memos
- "Coming Soon" webpage
- Social Media
- iPhone app
- Streamline adoption paperwork
- Variable Pricing
 - Lower prices
 - Ending in '9'

Gandalf's Staff Pick and Petango Memo:

"Greyhame, Mithrandir, Stormcrowe.. he may have many names, but Gandalf is the one he knows! Brent chose Gandalf as his staff pick because although he is very playful, he possesses a wisdom and power beyond his age. And although he may know sit, he is not some conquer of cheap tricks! YOU SHALL NOT PASS on this great dog!"



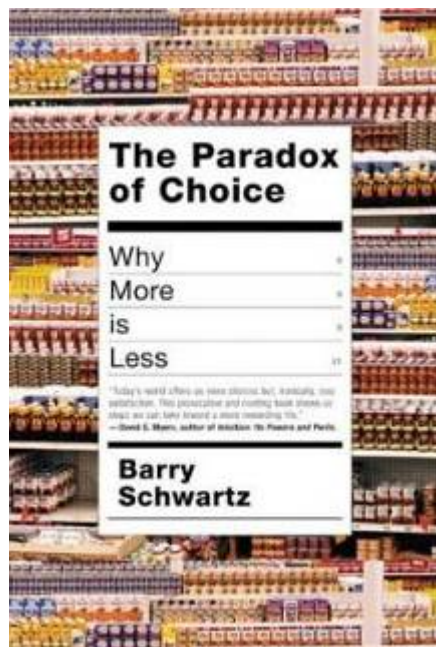
<http://www.wihumane.org/>



Adoption capacity and length of stay



More is not always better



Dating Study Says Singles With Options Go For Hotties

by PATTI NEIGHMOND



Listen to the Story
Morning Edition

[3 min 24 sec]

Add to Playlist
Download
Transcript



April 19, 2010

text size A A A

Scientists already know people's brains can be overwhelmed by choice, say when shopping for electronics, detergent — even chocolate. Too many options can lead to much confusion, often followed by indecision or snap judgments.

Psychologist Alison Lenton wanted to find out if the same psychological state of being overwhelmed happens when we're choosing people — like someone to date. Lenton, who studies experimental social psychology at the University of Edinburgh, and

(Stockphoto.com)
In an analysis of 11 K. speed dating events, scientists found that people were more likely to choose matches based on appearance if they had a greater number of potential mates to choose from.

economist Marco Francesconi of the University of Essex, decided to study this by looking at speed dating.

<http://www.npr.org/templates/story/story.php?storyId=126050697>

Adoption driven capacity

Monthly daily average
adoptions x ~ 7-14

Age, breed or condition
specific

Minimum to provide some
variety



We know this in other contexts.

Easier said than done?

We have heard repeatedly heard about the difference it can make, but it is initially hard to decrease your overall intake and numbers housed in adoptions.

We have kitty condos and are starting to move toward having them in a duplex instead of a single, but have been afraid to completely make the change.

ASPCA Research: Less is More on the Adoption Floor

Shelters are so often bursting with cats in particular that it is possible that people who come through the shelter doors with every intention of adopting might find the sheer number of available cats overwhelming and they go home empty-handed.

The ASPCA's Less Is More research tests the hypothesis that decreasing the number of cats available on the adoption floor might increase the likelihood that a potential adopter makes a choice and goes home with a cat.

What's Happening

We tested this hypothesis at the [Humane Society of the Pikes Peak Region](#) (HSPPR), a large open admission facility in Colorado. We began by calculating the [agency's transition rate](#) (the number of cats adopted v. the number of people who came in the door saying they were coming to look at cats).

For two weeks in October 2010, HSPPR staff conducted brief greeter surveys asking visitors what brought them to the shelter.

- HSPPR kept track of the responses and compared them to the daily adoption logs to find out how many visitors actually adopted cats.
- By dividing the adoptions by the number of people who came in the door to look at cats, HSPPR established its transition rate for cats.

In early December 2010, the staff covered a portion of the cat cages on the adoption floor with attractive wraps to reduce the visible cats by 40% without reducing the number of cats being housed in the shelter. The staff then calculated the transition rate for another two week period.



HSPPR staff cover adoption floor as part of Less Is More research.

Research Results

We expected to see a small increase in transition rate, but were amazed when we learned that the transition rate had more than doubled.

- Although fewer people came in to the shelter in December (traditionally a slower month for many organizations), total cat adoptions increased.
- More than twice the number of people who came in the door to look at cats actually walked out the door with new pets.

Less is **MORE**

<http://www.aspcapro.org/aspca-research-less-is-more-on-the-adopt.php>

Afterglow...

The most exciting thing for me is our change in the cat adoption area...We have the kitty condos that you can open up and we now give all adult cats an up and down duplex. The cats can all be at eye level now, have a nice separation from their food/water and litter, and have more room.

We had a volunteer make a bunch of cage covers like the Shor-line quiet time covers that we place on the bottom cage of the duplex for cats that are stressed to go down and hide behind. With the duplexes the kennel staff can freshen one half and then the other with minimal stress to the cats. ..

All of the changes in the cat adoption area have led to an increase in our adult cat adoption, decrease in the incidence of cat scratches and bites and a significant reduction in our URI rate. For the first time since I have been here (and the first time anyone can remember) we had no cats in our cat isolation and this lasted for a few weeks. Since kitten season started we have gotten a slight increase in URI but cat isolation is staying less than half full which is drastically different than last year. ...I just thought you might appreciate a positive update now and then.



www.Jaxhumane.org



Calculating Adoption Driven Capacity (ADC)

- ADC = Average daily adoptions x 7-10
- 232 adoptions in 5.5 months = 42 adoptions/month, 1.4 adoptions per day
- $1.4 \times 7 = 10$
- $1.4 \times 10 = 14$
- Adoption Driven Capacity = 10-14

Adoption driven capacity calculator							
Adoptions per month	Target length of stay	Recommended daily					
31	10	10					
Adoption driven capacity calculator: fast track/slow track							
Adoptions per month	Target LOS: fast track	Percent fast track	Target LOS: slow track	Percent slow track	Recommended daily population: fast track	Recommended daily population: slow track	Recommended daily population: animals
31	5	65%	21	35%	9	7	7
Peak season calculator							
Adult adoptions per month	20						
Adults per housing unit	1						
Target average adult length of stay	10						
Juvenile adoptions per month	65						
# of kittens housed per unit	2						
Average target kitten length of stay	5						
Recommended # of adult housing units	7						
Recommended # of kitten housing units	5						
Recommended total peak season housing units	12						
Adoption length of stay reverse calculator							
Adoptions per month	Average length of stay (days)	% "fast track"	Fast track target LOS	% "slow track"	slow track LOS		
31	12	11	75%	7	25%	21	21
Adoption calculator by # of housing units							
Theoretical daily population	Target LOS	Monthly adoptions					
12	7	52					

Try this at home!

http://www.sheltermedicine.com/documents/adoption_driven_capacity_calculator

Getting on track

Wait for slow season

One big push

Short term intake deferral

Fast track on top of
background adoptions

Reconfigure housing
gradually to support ADC



Cost?



What if adoption capacity numbers are below ADC?

Getting to ADC may increase adoptions!

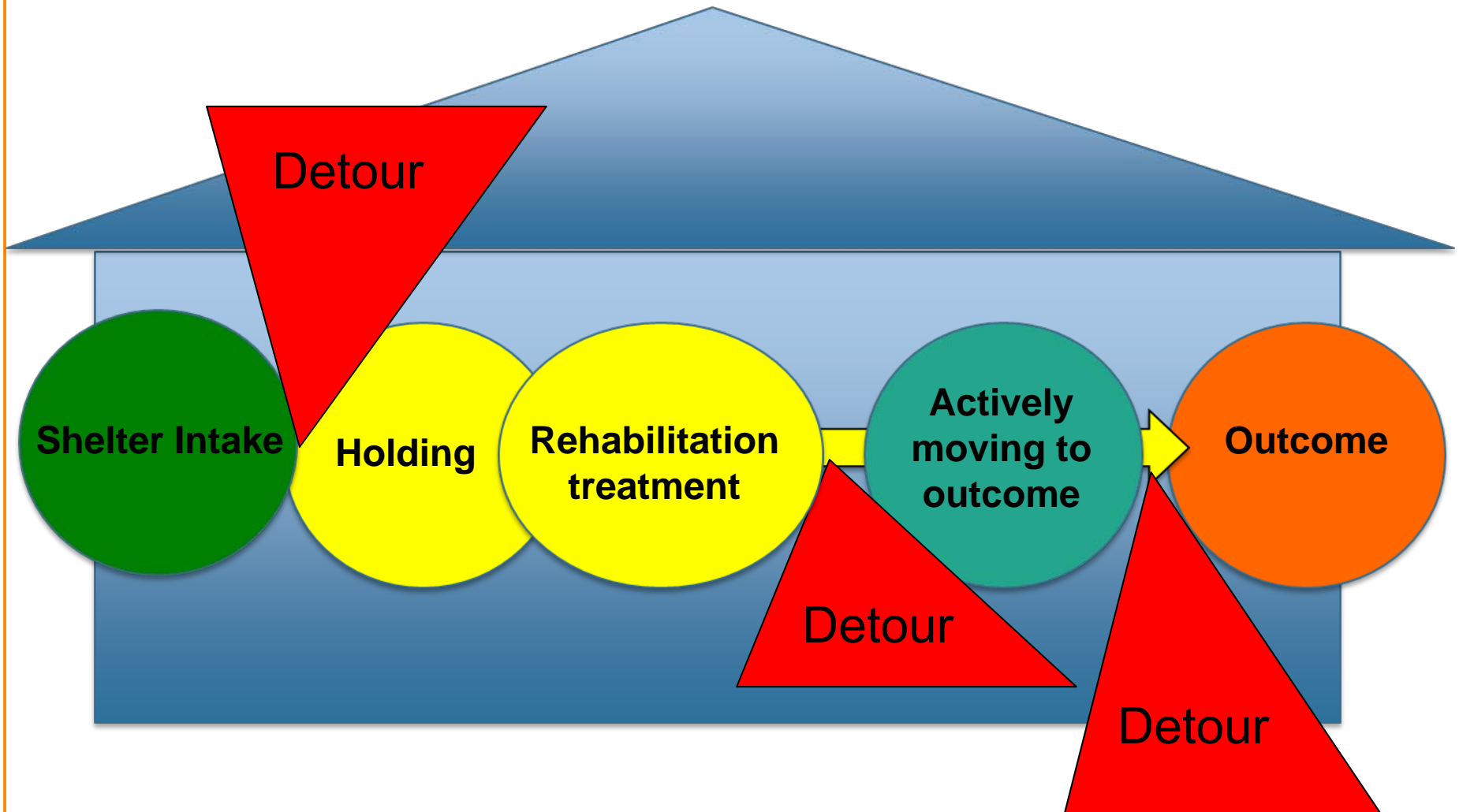
Is adoption “well stocked” and length of stay short?

Are adopters walking out empty handed for lack of selection?

Capacity versus flow issue

- Too few housing units?
- Too few animals moving into available units?
- Problem solved?

Reducing length of stay from detours

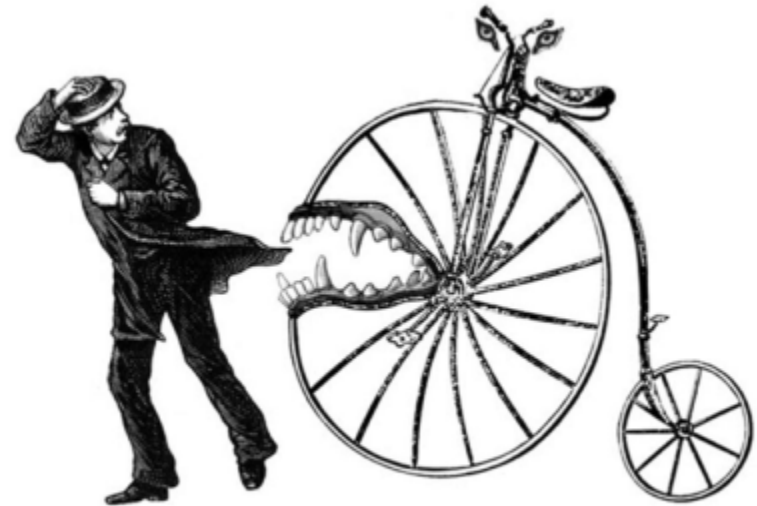


What are detours?

Not progressing towards appropriate outcome

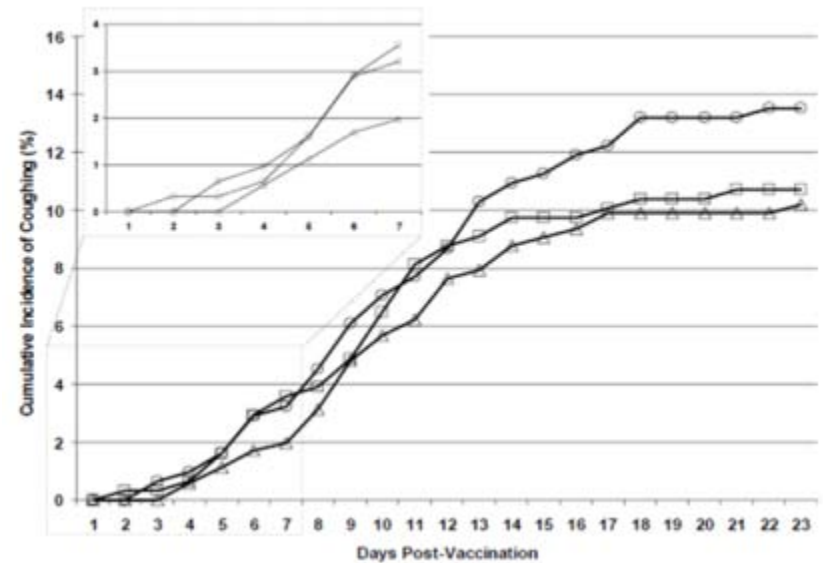
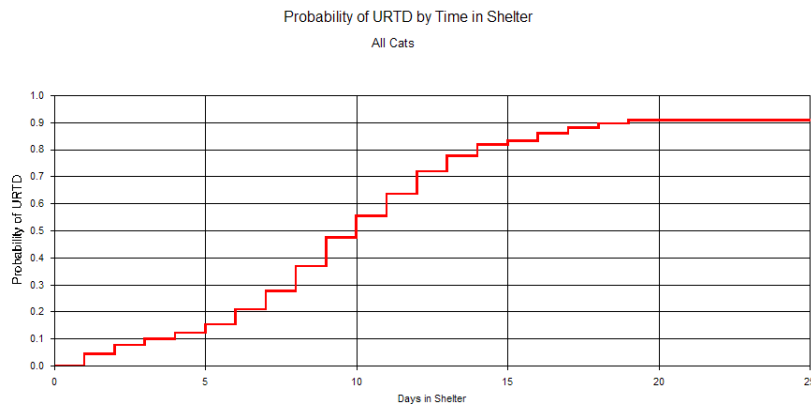
- Treatment for **shelter acquired** disease
- Waiting for something to happen

Tends to feed upon itself

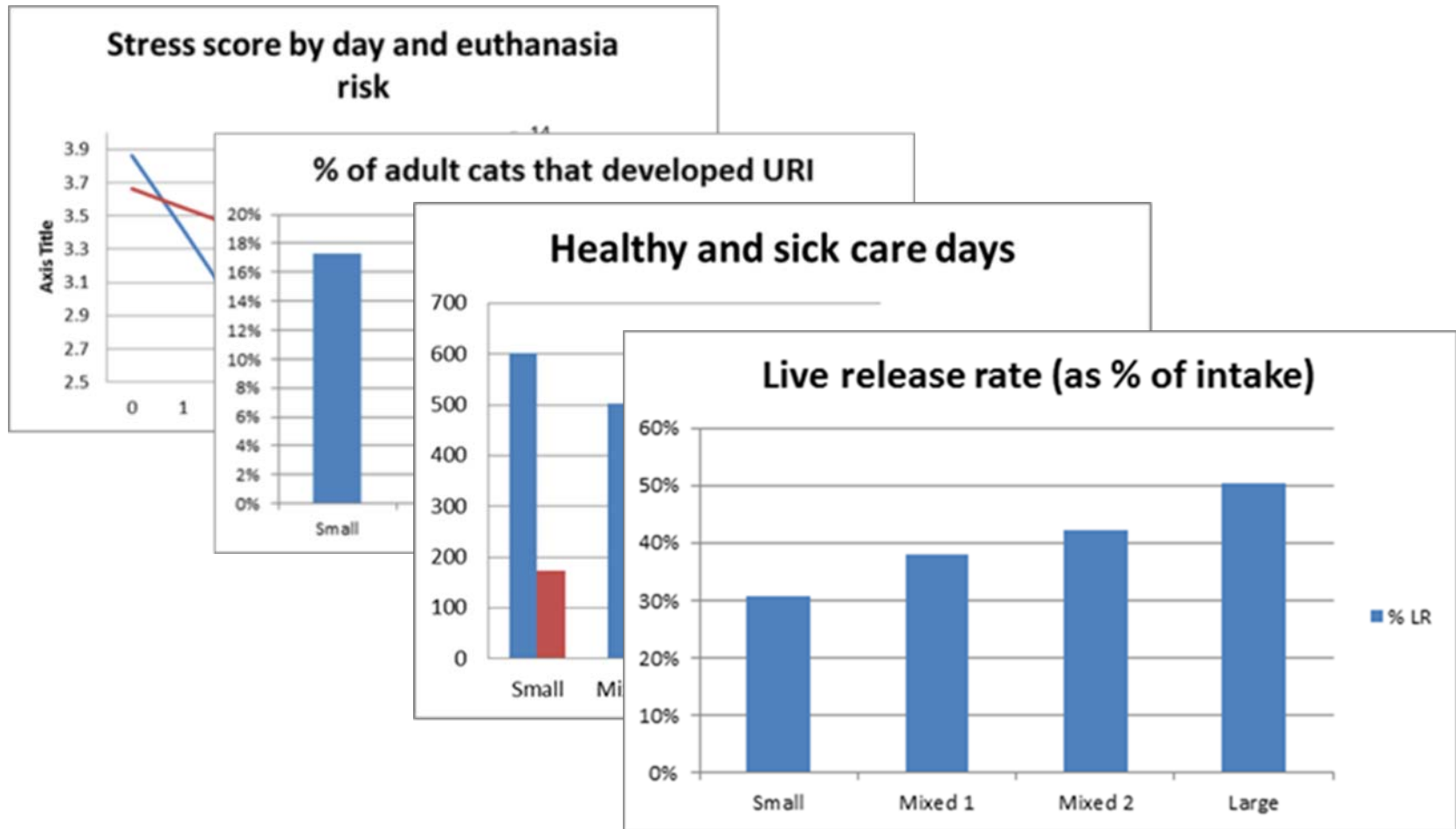


A VICIOUS CYCLE

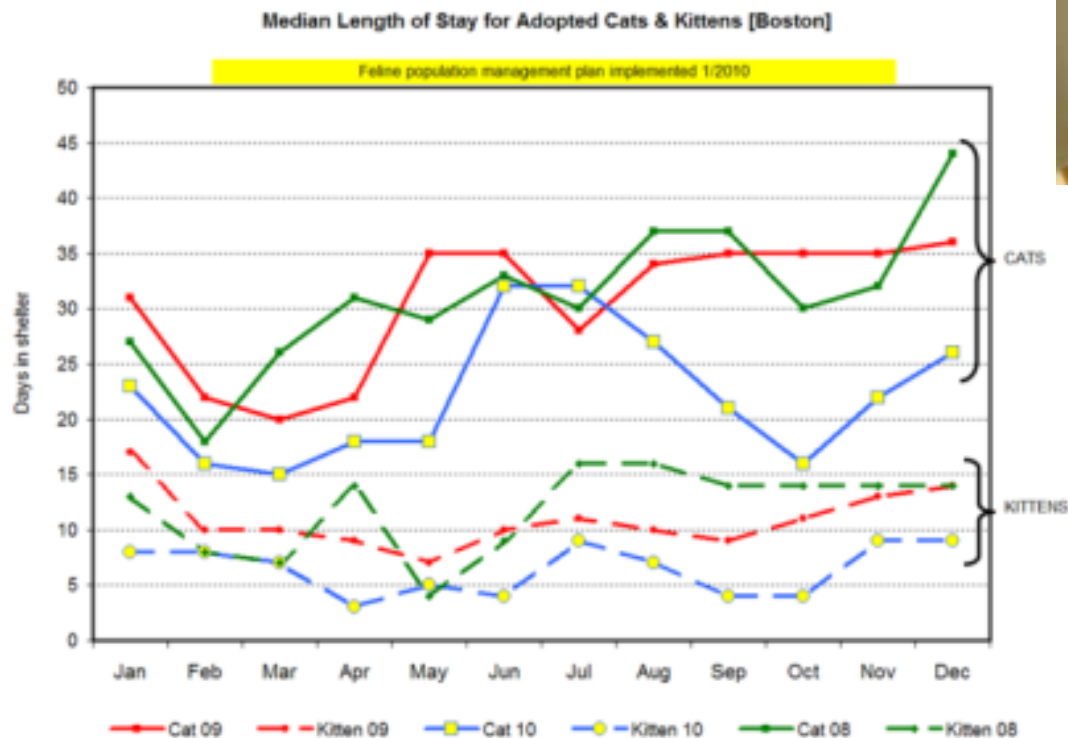
Length of stay and illness



Quality of care, stress, illness, length of stay and live release



Quality of care and length of stay



In February 2011, we took a huge step and cut holes in between cat holding cages, and inserted PVC portholes, effectively doubling the space available to each cat and cutting the number of cages we had in half. Actually less than half - because each loft had an odd number of cages, there is a set of triple cages in each loft.

We've now got 60 separate cat holding cages. These portholes were designed to be permanent openings, we did not make any "doors" to close because then it's too tempting to revert to less space and more cats.

We had many staff and volunteers who were very leery of the change, fearing that more cats would be euthanized because we lacked space.

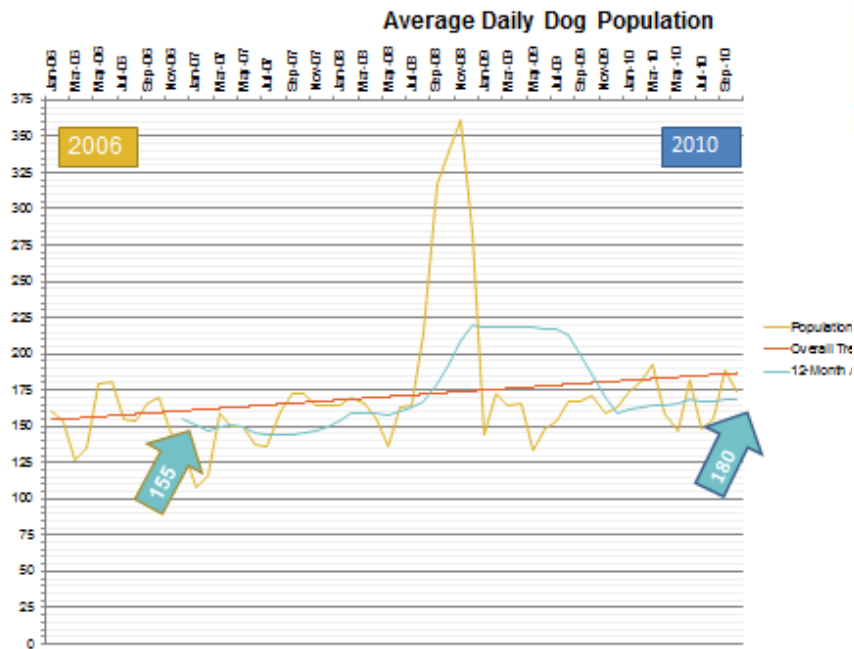
Yay

We saw some effects right away. The lofts were immediately quieter, cats seeming more relaxed. There were very few cats "fake sleeping". The longer term effects are just starting to show up.

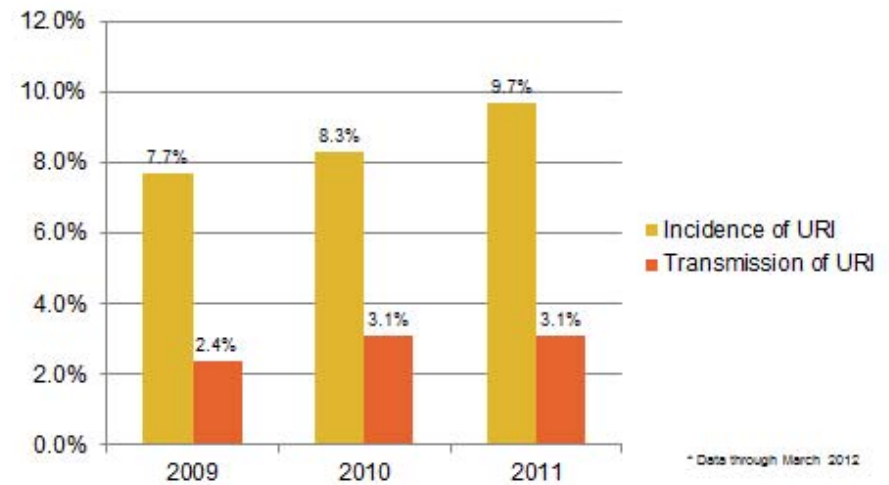
Cat isolation is empty today, because our URI rates have plummeted. Cats aren't breaking with URI right before or after adoption.

And now that the statistics for July are in, we found that our live release rate for felines in July 2011 was 70%. In 2010 it was 54%. We euthanized 140 fewer felines in July 2011 compared to July 2010.

Not just a cat thing



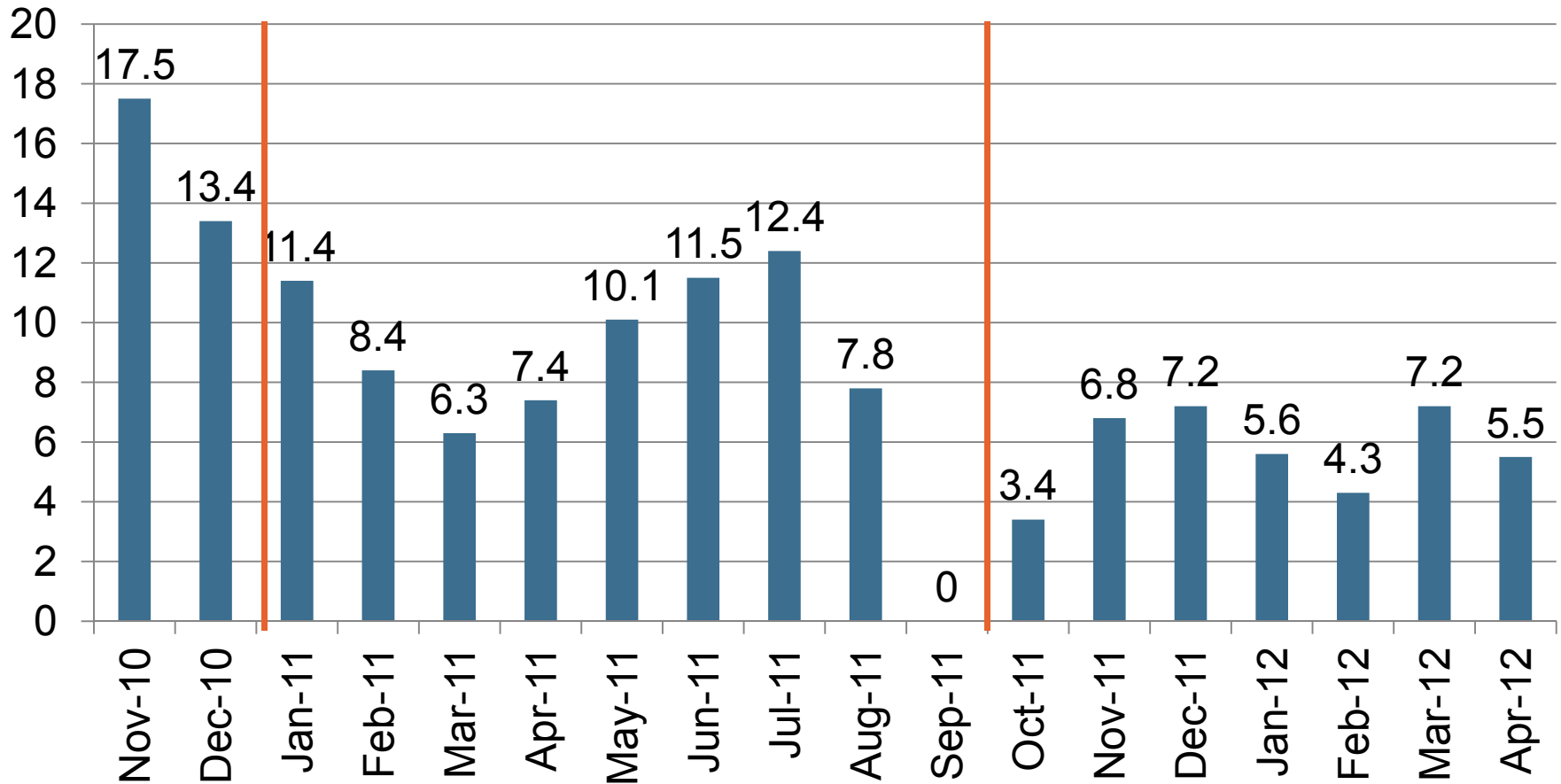
Disease in the Shelter



Slides from Wisconsin Humane Society

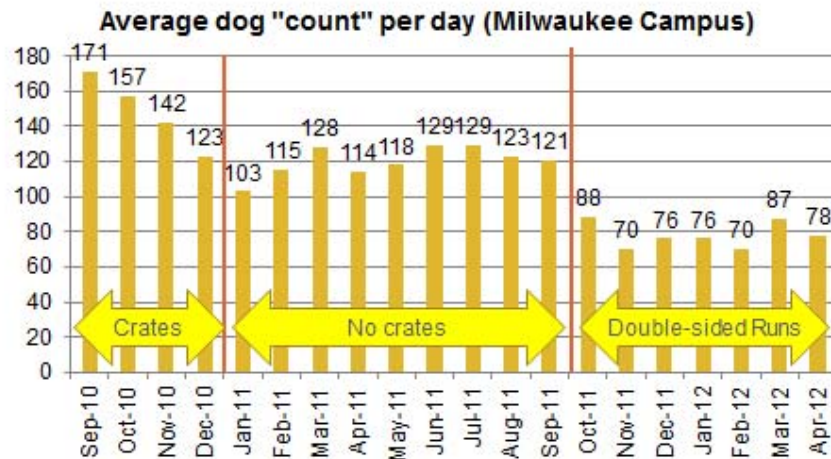
Intervention

Dog LOS: Intake to Adoption



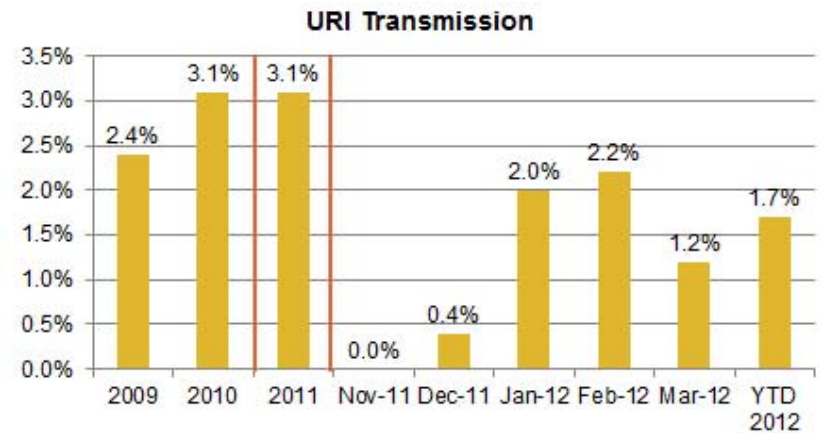
Meaningful outcomes

Fewer dogs . . .



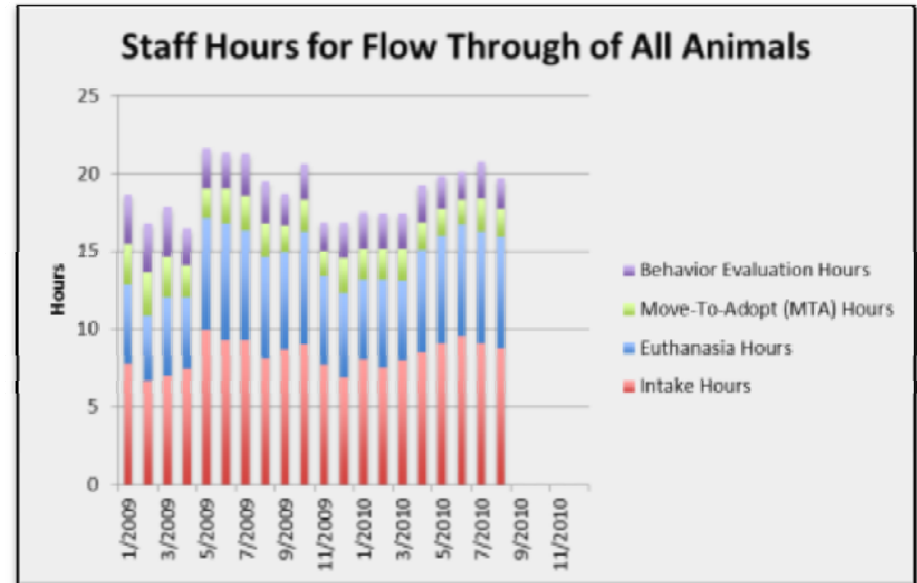
... means less disease transmission

...



Waiting for something to happen

- Owner contact
- Behavior, medical eval
- Rescue contact
- Spay/neuter surgery
- Move to adoption
- Euthanasia



Population rounds

- Meet each animal's needs while decreasing length of stay detours at every stage
- Include personnel with medical, behavioral, management authority
- If you can't swing daily, biweekly or weekly is a good beginning
- Assign action items with dates and accountability
- Distinguish how many are “due” versus “past due” – it gets easier with time!

Try this at home: <http://www.sheltermedicine.com/documents/daily-population-wellness-rounds>

Population rounds: for each animal

- ✓ Consider medical and behavioral health, stage of movement towards outcome
- ✓ Pathway?
- ✓ Evaluate paperwork, computer record as well as animal
- ✓ Dates correct?
- ✓ ID noted?
- ✓ Description accurate?
- ✓ Owner, interested party, rescue contact?
- ✓ Required services due or overdue?
- ✓ Right location?
- ✓ Right status?
- ✓ Discouraging or missing signage?
- ✓ Encouraging picture and description on paper and web?
- ✓ Medical, behavioral or comfort needs?
- ✓ Is it time to take extra steps?



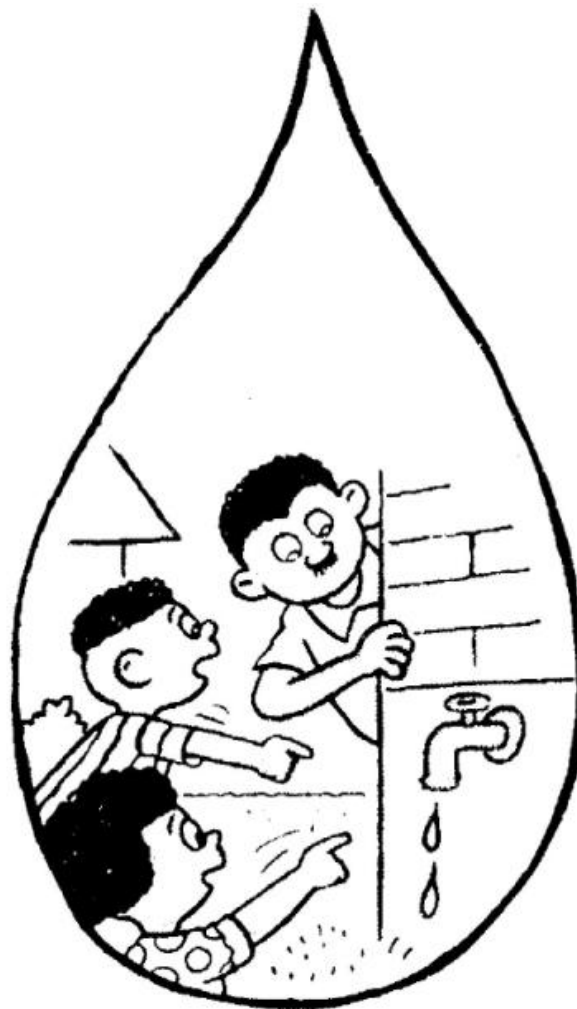
Removing barriers

- Restrictive adoption policies
- Limited hours for adoption
- Poor customer service
- High fees (that interfere with placement)



Flow through caption contest

Hey Mister, Don't hold back the flow!



Is it all about live release?

Effect of Changes in Avg. Length of Stay

Change only in the yellow areas	Adoption	Euthanasia
Average Length of Stay	25	10

Starting population
350

	Average daily intake	LOS	Daily Population	Daily Population Change
Adoption(LR)	10	25	250	
Euthanasia	10	10	100	
Total Intake	20		350	0%
Live Release	50%			

Effect of Changing Avg. Length of Stay

Change only in the yellow areas	Adoption	Euthanasia
Average Length of Stay	20	10

Starting population
350

	Average daily intake	LOS	Daily Population	Daily Population Change
Adoption(LR)	10	20	200	
Euthanasia	10	10	100	
Total Intake	20		300	-14%
Live Release	50%			

Effect of Changes in Avg. Length of Stay

Change only in the yellow areas	Adoption	Euthanasia
Average Length of Stay	15	10

Starting population
350

	Average daily intake	LOS	Daily Population	Daily Population Change
Adoption(LR)	10	15	150	
Euthanasia	10	10	100	
Total Intake	20		250	-29%
Live Release	50%			

Effect of Changes in Avg. Length of Stay

Change only in the yellow areas	Adoption	Euthanasia
Average Length of Stay	10	10

Starting population
350

	Aveage daily intake	LOS	Daily Population	Daily Population Change
Adoption(LR)	10	10	100	
Euthanasia	10	10	100	
Total Intake	20		200	-43%
Live Release	50%			

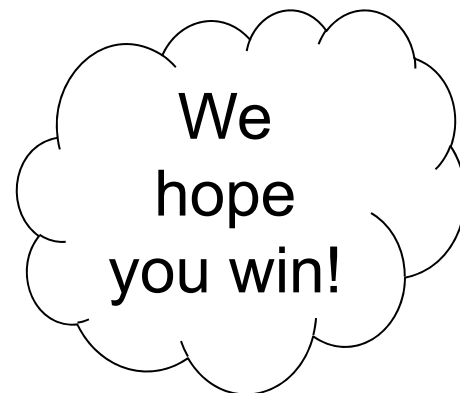
Use the calculator yourself at www.ASPCApro.org/STAY

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 an 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 puppies

Thanks for playing!



...and thanks to the ASPCA for the partnership with UC Davis that makes my position possible...and for the cool cartoon I've always wanted!

Upcoming ASPCApro Webinars

aspcapro.org/webinars

- **Stress Reduction and Enrichment for Shelter Cats**
Tuesday, June 18, 3-4:30pm ET
- **Spay/Neuter: What You Need to Succeed**
Tuesday, July 16, 3-4pm ET
- **The Lifesaving Magic of Community Partnerships**
Wednesday, July 17, 3-4pm ET
- **Building Collaborations between Private Practice Vets & Animal Welfare Organizations**
Thursday, July 25, 3-4pm ET