

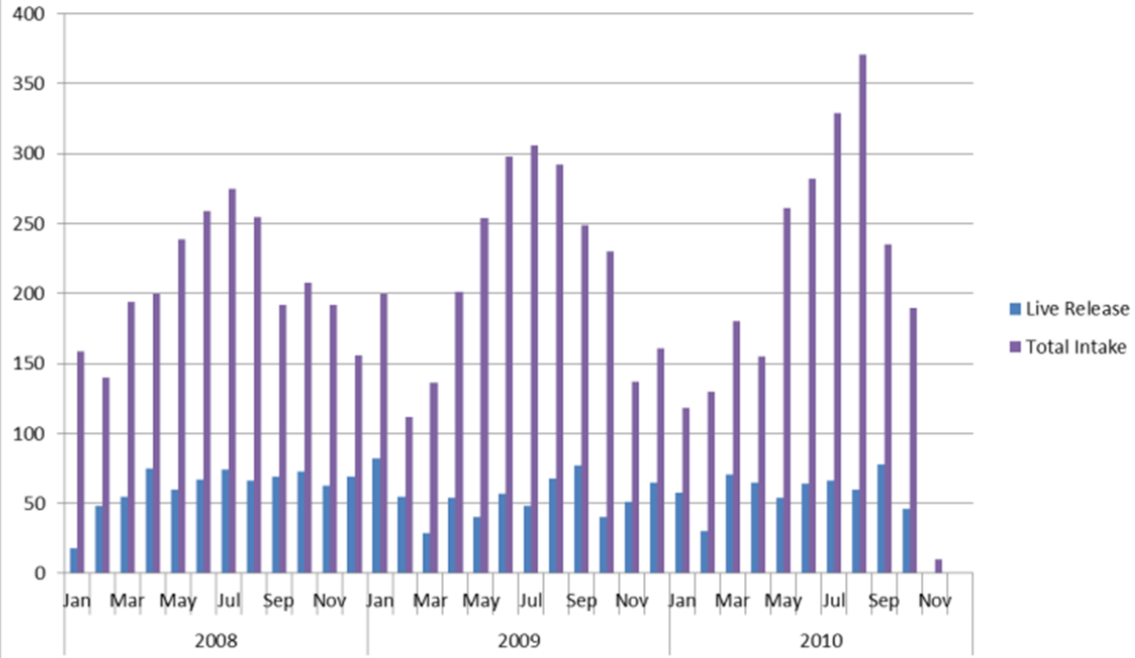


— MADDIE'S® —  
**MILLION PET  
CHALLENGE**

# March Forward: The Future Is 4



### Feline Live Release Compared to Intake





☰

 **AVMA**  
American Veterinary Medical Association

👤

HOME ▶ JAVMA NEWS ▶ FEBRUARY 15, 2015 ▶ [MILLION CAT CHALLENGE AIMS TO RESCUE SHELTER CATS](#)

# Million Cat Challenge aims to rescue shelter cats

---

Published on January 28, 2015

# FIVE KEY INITIATIVES

## TO MAKE A WORLD OF DIFFERENCE.



### Alternatives to intake:

Find a number of positive intake alternatives to keep cats in the home or community when admission to a shelter is not the best choice.



[DISCOVER MORE](#) 

### Capacity for care:

Discover ways to match the number of cats cared for at any one time with the capacity required to assure the Five Freedoms of Animal Welfare for all cats in the shelter.



[DISCOVER MORE](#) 

### Removing adoption barriers:

Expand the pool of adopters by removing barriers to adoption such as cost, process, or location.



[DISCOVER MORE](#) 

### Managed admission:

Get details on scheduling the intake of cats to match the shelter's ability to assure humane care and safe movement through the shelter system for an appropriate outcome for every cat.



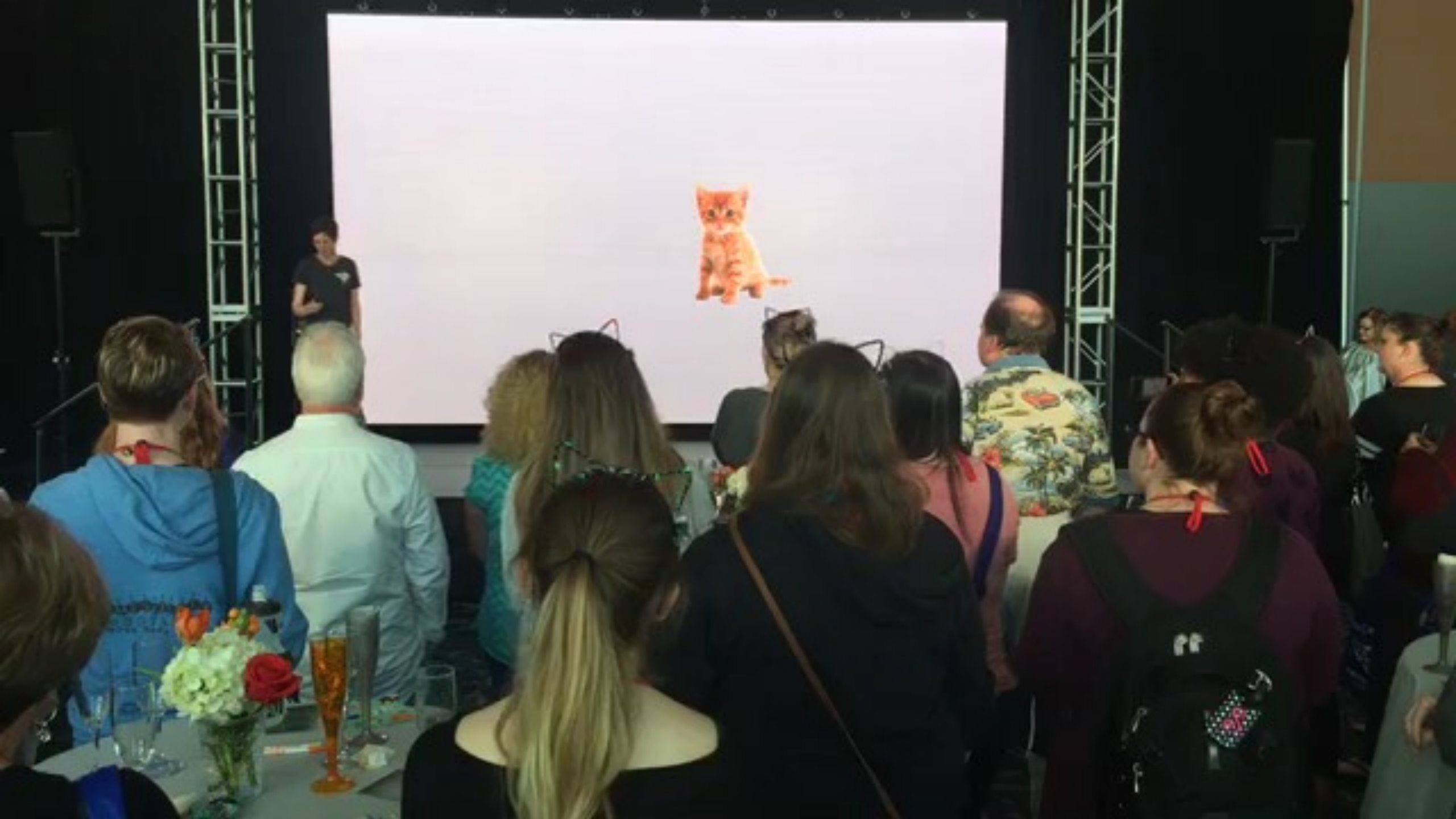
[DISCOVER MORE](#) 

### Return-to-field:

Understand how sterilization, vaccination and return to the location of origin provides an alternative to euthanasia for healthy un-owned shelter cats.



[DISCOVER MORE](#) 



1,799 cats per  
day – 1 every  
48 seconds

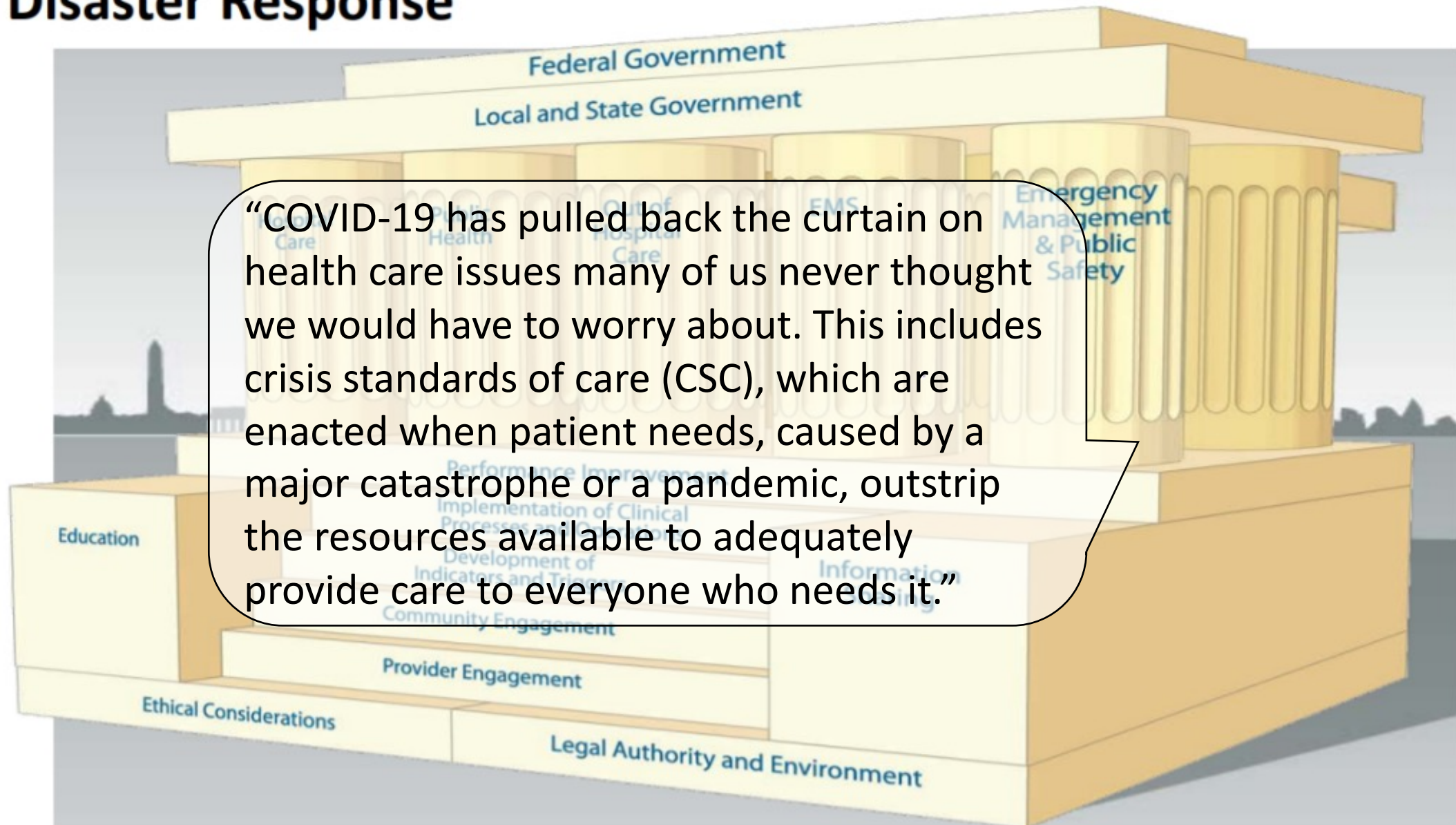
TOGETHER we can  
do hard things





How much higher  
can we aim?

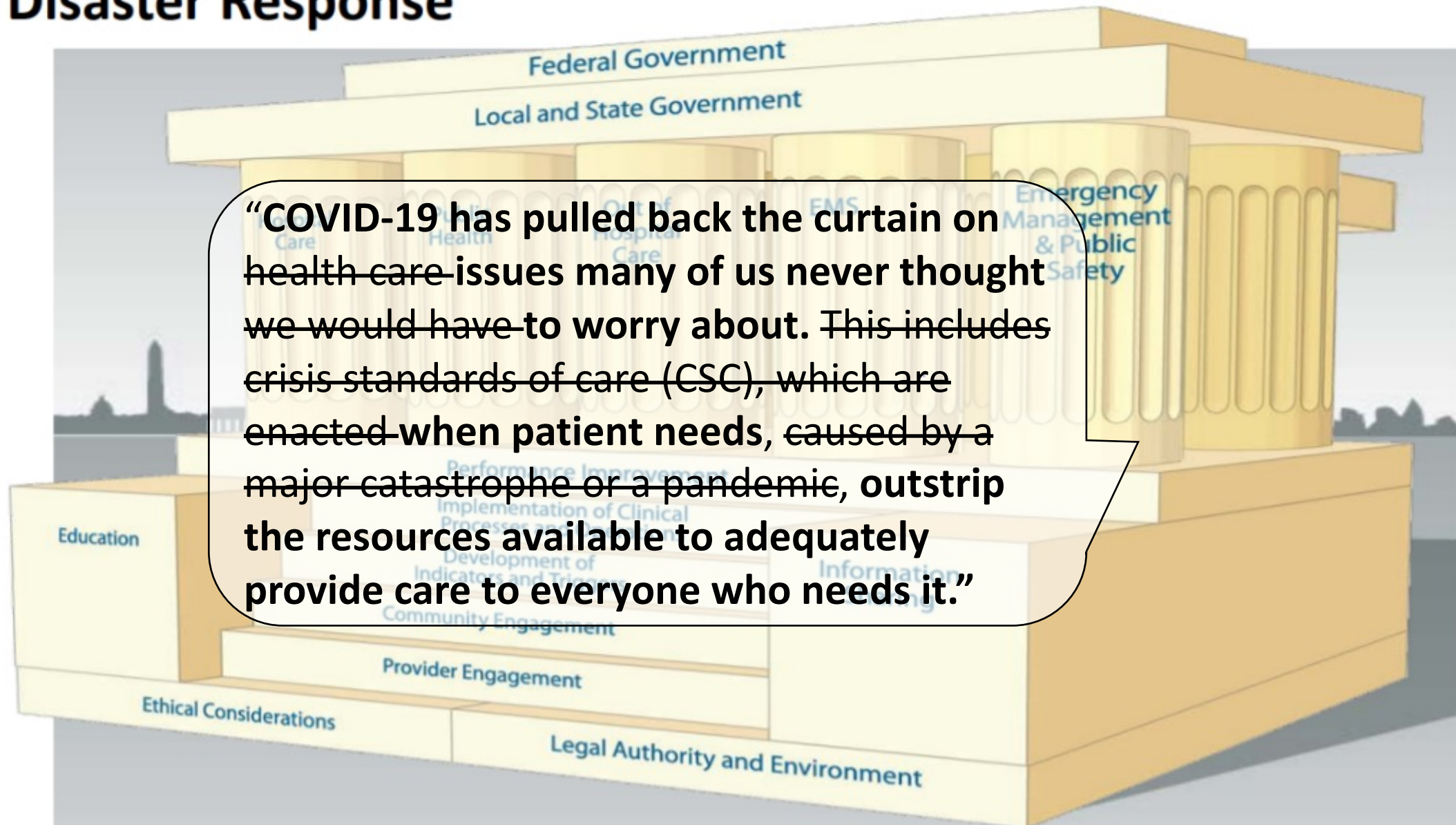
# Conceptualizing a Systems Framework for Catastrophic Disaster Response



“COVID-19 has pulled back the curtain on health care issues many of us never thought we would have to worry about. This includes crisis standards of care (CSC), which are enacted when patient needs, caused by a major catastrophe or a pandemic, outstrip the resources available to adequately provide care to everyone who needs it.”



# Conceptualizing a Systems Framework for Catastrophic Disaster Response





“When the pandemic hit and we were able to use that to put in place more stringent managed intake policies, we were able to see a true difference in our ability to meet the 5 Freedoms, truly care for the animals, reduce LOS, and also reduce our Net County Cost...Basically, a series of emergencies and tragedies allowed us to push forward programming that led the shelter from a 50% save rate and a population of 100+ cats and 120+ dogs on any given day to a shelter with 0-20 cats and 20-40 dogs on any given day, 95% save rate for 2021 so far...enrichment programs, play groups, portalized cat kennels, virtually zero disease outbreaks, better relationship with our community...you name it.”



What would it be like  
for shelter  
professionals if the  
work we are asked to  
do *did not outstrip*  
*resources* except in  
brief times of crisis?

# Another reckoning

JAVMAnews

April 01, 2021

Animal shelters, control officers aim to be more community-centric

**Experts discuss the evolving role of a shelter, who it supports, and how it operates**

---

“Marginalized communities and people with lower incomes deserve animals as much as wealthy people, and yet, that has not been the way that shelters have worked. What does it look like to rethink how we support communities and have happy families with pets?”

Dr. Jyothi V. Robertson, a board-certified shelter medicine veterinarian and owner of JVR Shelter Strategies

## The Elements of HASS



Lost Pet Reunification



Pet Support Services



Supported Self-Rehoming



Intake-To-Placement



Role of the Facility



Field Services and Public Safety



Community Partnerships



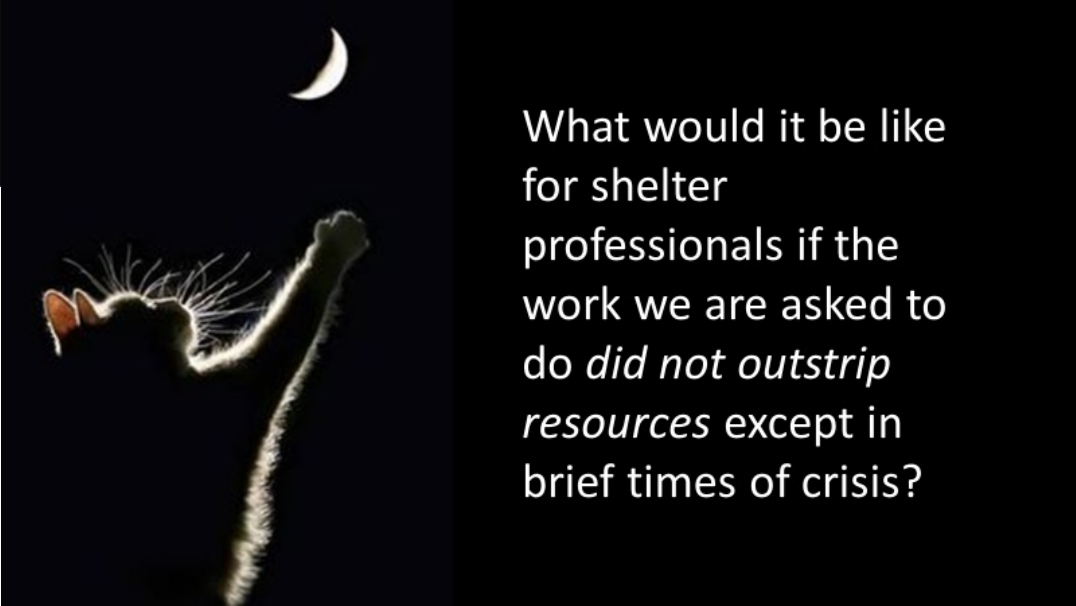
The Foster-Centric Model




Remote Customer Service



What would it be  
like to put the  
community at the  
center of  
everything we do?



What would it be like  
for shelter  
professionals if the  
work we are asked to  
do *did not outstrip*  
*resources* except in  
brief times of crisis?



What would it be  
like to put the  
community at the  
center of  
everything we do?



PATIENT CARE

## The Right Care, at the Right Time, in the Right Place

Explore the innovative ways hospitals and caregivers are responding to patients' evolving needs.

### PERMANENTE MEDICINE.

[About us](#) [Our work](#) [The Permanente Federation](#) [News](#)

## Right Care, Right Time, Right Place

© June 15, 2017

Rahul Rastogi, MD, Committed to Finding Innovative Ways to Deliver Quality Care

By Athan Bezaitis  
The Permanente Federation

At Kaiser Permanente, we continue to be thoughtful about our commitment to getting every member the right care, at the right time, in the right place. Thanks to the ingenuity of Rahul Rastogi, MD, the chief operating officer of Northwest Permanente (NWP), "right place" is taking on a whole new meaning.

With his creative approach to better access, Kaiser Permanente's Northwest Region is becoming a model not just for the rest of the organization but the entire U.S. health care system. It recently opened an urban neighborhood clinic in Portland, Oregon, and is experimenting with a variety of virtual visits.

Dr. Rastogi began his career practicing emergency medicine, a field well-suited to his personality. "No day is ever the same in the ER, and I enjoy the unexpected," he explains.

Little did he know this mindset would serve him well in his future. Dr. Rastogi did not go into medicine with leadership ambitions, but as he worked as a doctor at Kaiser Permanente, he was inspired to make the organization even better.

With years of practice under his belt, an eye for creativity, an interest in system design, leadership coursework, and a willingness to embrace the unexpected, he was naturally suited to the position of COO.

American Hospital Association  
Advancing Health in America

AHA Member Center About Press Center Contact Us Register / Log In

Advocacy Career Resources Data & Insights Education & Events News

## Right Care, Right Place, Right Time

### CASE STUDY

## MONTEFIORE HEALTH SYSTEM – THE BRONX, WESTCHESTER AND THE HUDSON VALLEY, N.Y.

App improves outcomes in Collaborative Care Model



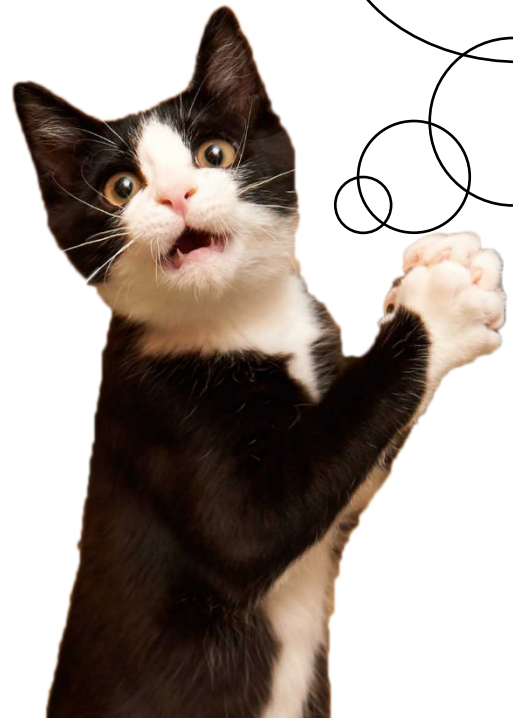
Download a PDF of the case study

In 2015, Montefiore Health System in New York City began implementing a program using the Collaborative Care Model (CoCM) to better serve its large population of low-income and minority patients with significant medical and mental health comorbidity and socioeconomic challenges. The health system initiated the CoCM with a grant from the Centers for Medicare & Medicaid Services' Innovation Center, which helped Montefiore design, implement and sustain the model to increase the

# The three R's:



Hmm....



**Alternatives to intake:**

Find a number of positive intake alternatives to keep cats in the home or community when admission to a shelter is not the best choice.



[DISCOVER MORE](#)

**Removing adoption barriers:**

Expand the pool of adopters by removing barriers to adoption such as cost, process, or location.



[DISCOVER MORE](#)

**Capacity for care:**

Discover ways to match the number of cats cared for at any one time with the capacity required to assure the Five Freedoms of Animal Welfare for all cats in the shelter.



[DISCOVER MORE](#)

**Managed admission:**

Get details on scheduling the intake of cats to match the shelter's ability to assure humane care and safe movement through the shelter system for an appropriate outcome for every cat.



[DISCOVER MORE](#)

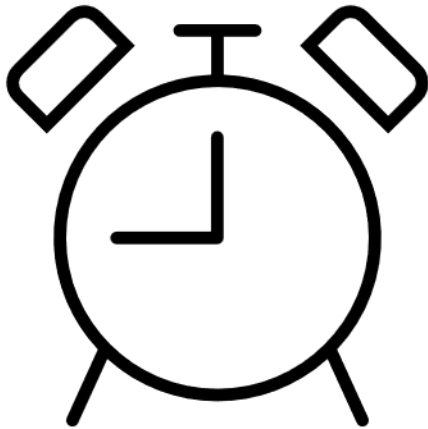
**Return-to-field:**

Understand how sterilization, vaccination and return to the location of origin provides an alternative to euthanasia for healthy un-owned shelter cats.

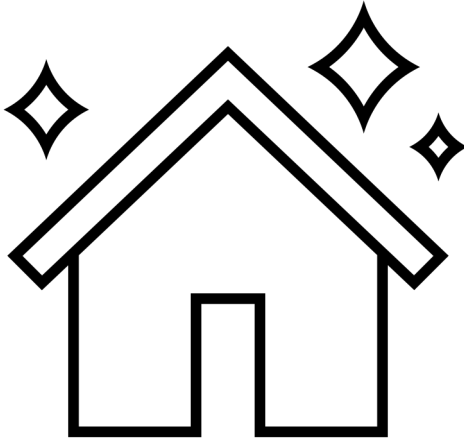


[DISCOVER MORE](#)

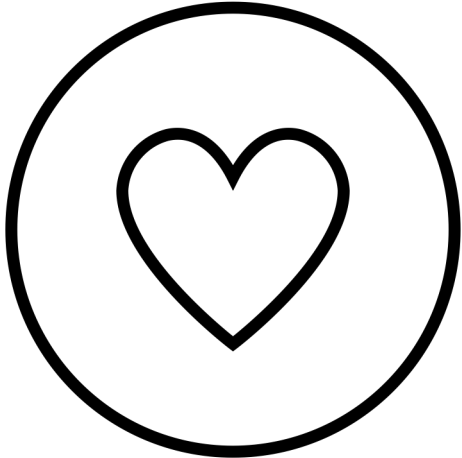
# The 3 R's plus 1: Shelters are able to respond to every animal at risk...



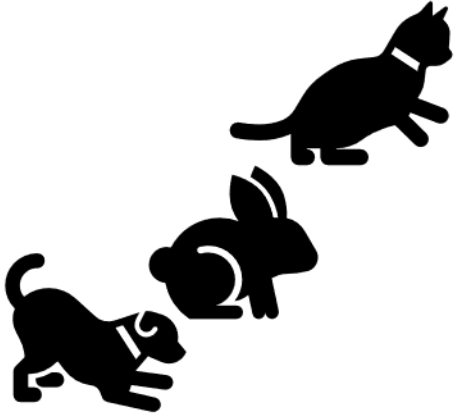
At the Right Time



In the Right Place

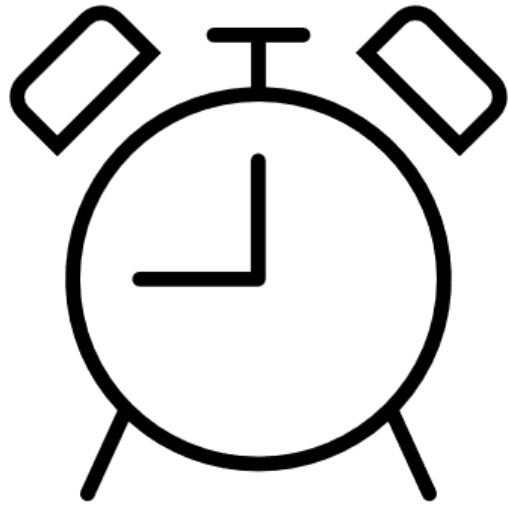


With the Right Care



To the Right Outcome

# What is the Right Time?



The Right Time

The time that best allows services to be provided in alignment with animal and human need *and* shelter capacity

# Autonomy and predictability

According to a report by The Journal of Personality and Social Psychology, all these mentioned life goodies were topped by the biggest life goodie of them all: "autonomy" - defined as "the feeling that your life - its activities and habits -- are self-chosen and self-endorsed."

Psychology Today Find a Therapist Topics Get Help Magazine

 Karen Salmansohn  
Bouncing Back

## The No. 1 Contributor to Happiness

Why/how to regain your autonomy to increase your joy! Like 405



Guess what's been reported to be the number one contributor to happiness?

Money? No.

Good looks? Nope.

Popularity? Still nope.

A hot sex life? Guess again!

According to a report by *The Journal of Personality and Social Psychology*, all these mentioned life goodies were topped by the biggest life goodie of them all: **"autonomy"** - defined as **"the feeling that your life - its activities and habits -- are self-chosen and self-endorsed."**

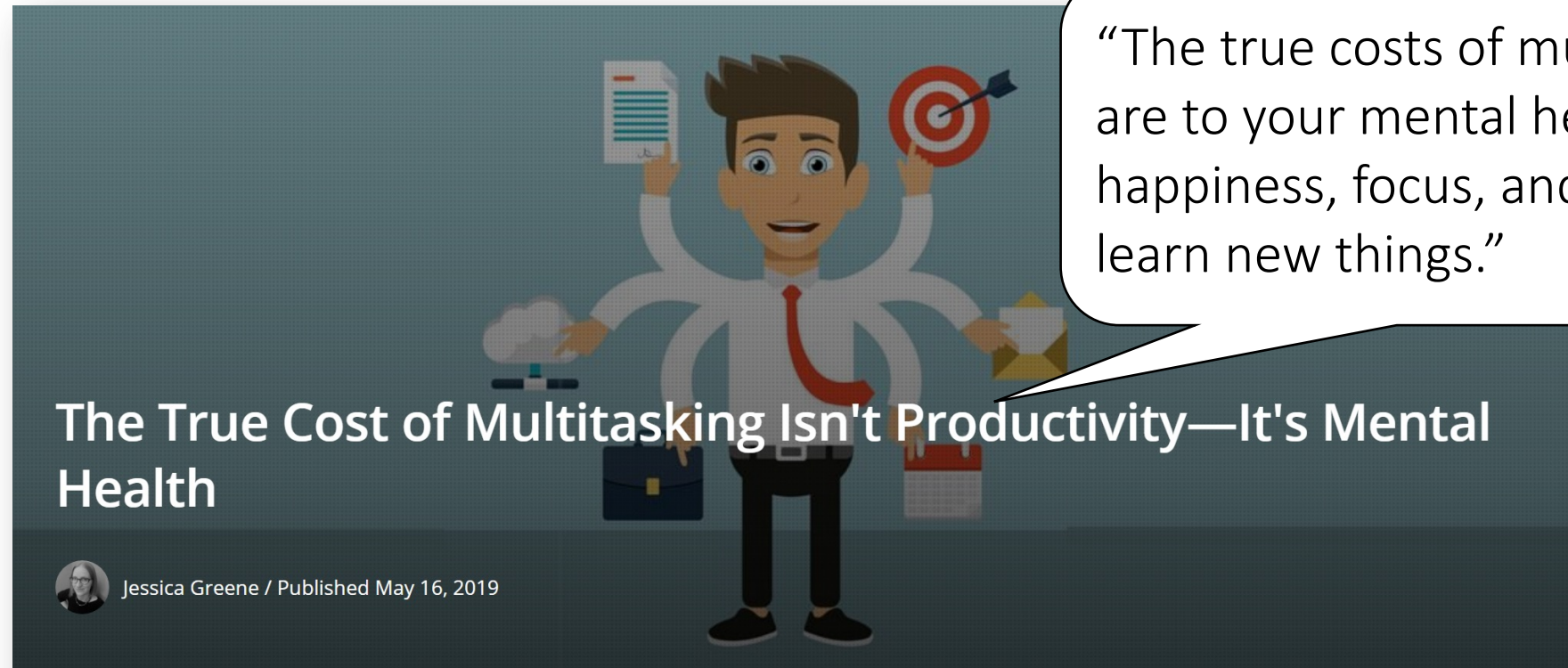
# It's not just us

After grueling months on the front lines,  
pharmacists are getting a daily break that's locked  
in. 



“Pharmacists and technicians, who have played a crucial role on the front lines of the pandemic for the past two years, will receive a scheduled and uninterrupted break, beginning Monday, from one of the biggest U.S. drugstore chains.”

# The benefits of batching



“The true costs of multitasking are to your mental health, happiness, focus, and ability to learn new things.”

When I set out to write a piece about multitasking, my goal was to review and present some scientific studies showing exactly how multitasking impacts productivity. Because it definitely impacts productivity, right? I hear that all of the time.

# Batching for a new normal

- Compress activities into shorter windows to more efficiently use limited staff
- Set aside dedicated time blocks for categories of activity e.g. intake, adoptions, medical rechecks, rescue
- Align timing with services and people patterns
- Use appointments to accommodate special needs outside of normal hours



# SLEEP SO MUCH?

## CAT SLEEPING FACTS



16 hours a day sleeping



66% of a cat's life is spent napping



Resting for bursts of energy



10%

Sleep All Day



25%

Active at Dusk and Dawn



25%

Sleep through the night

40%

Take Periodic Naps

62%

of Cats Sleep with Owners

13%

of Cats Sleep with Children



Cats experience non-REM and REM Sleep



Cats are on alert even when sleeping

# Another benefit of batching

source: playbarkrun.com



## HOW DO DOGS SLEEP?

Humans typically follow a **BINARY SLEEP PATTERN**:



DAY: 12+ hours awake



NIGHT: 8 hours asleep

**DOGS DO NOT.** A typical dog spends:



20% awake and active



30% awake but inactive



50% asleep

### Why?



Humans spend **25%** of sleep in REM

Dogs spend only **10%** in REM.

REM is the "deep sleep" stage where our active dreaming occurs

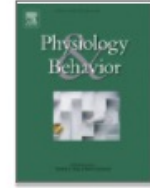




ELSEVIER

## Physiology & Behavior

Volume 133, 22 June 2014, Pages 1-7



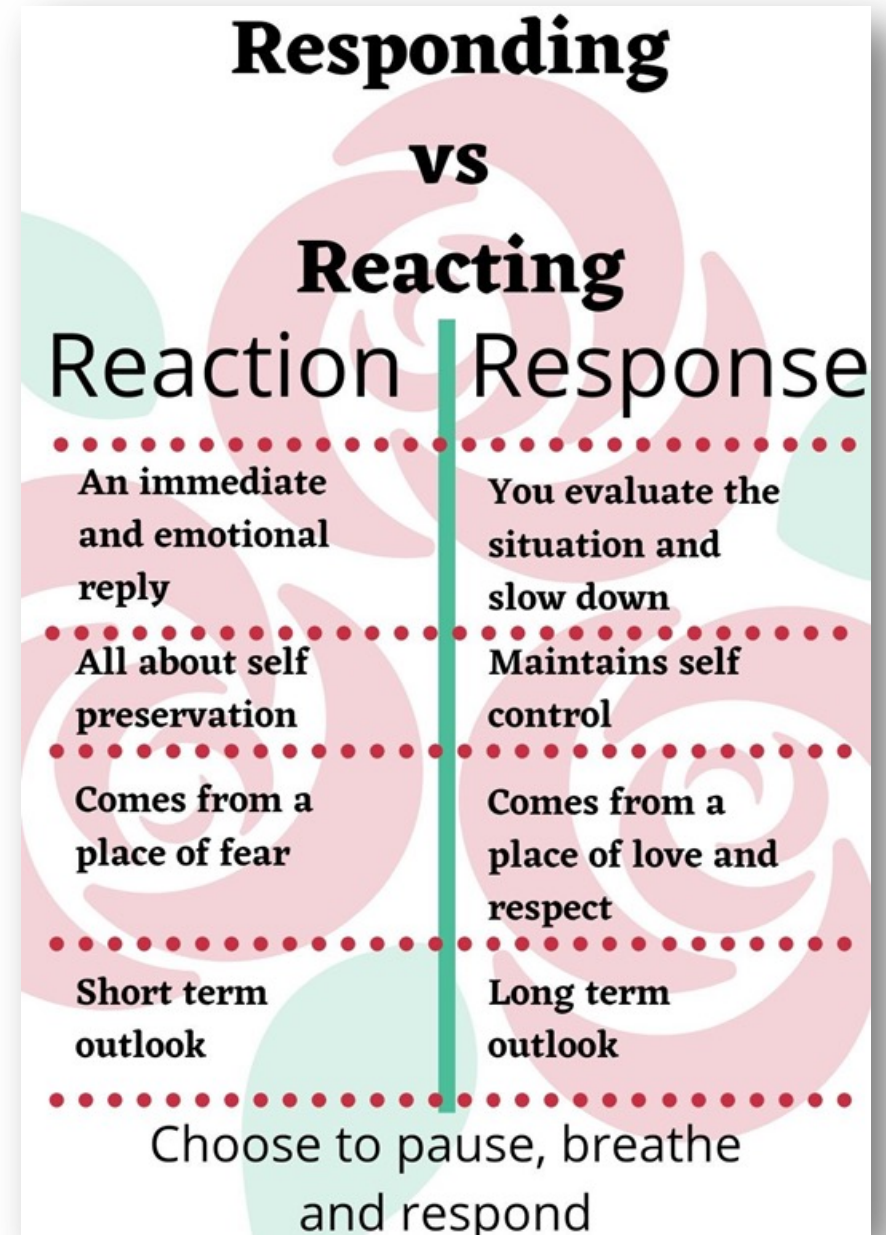
# Short term consequences of preventing visitor access to kennels on noise and the behaviour and physiology of dogs housed in a rescue shelter

Lynn F. Hewison [✉](#), Hannah F. Wright [✉](#), Helen E. Zulch [✉](#), Sara

“The general kennel noise levels were significantly lower when visitor access to the kennel area was restricted. Furthermore, dogs were found to display behaviour indicative of improved welfare during this time period; dogs spent significantly more time sedentary, less time moving and exhibited significantly fewer episodes of repetitive behaviours.”

# The power of a pause

- Building in a pause can allow people to dig a little deeper beyond their first instinct/immediate emotional reaction/comfort zone
- In the pause, learning can occur and the right response can be chosen
- Wait til 8 for kittens, Wait 48 for found pets, and...

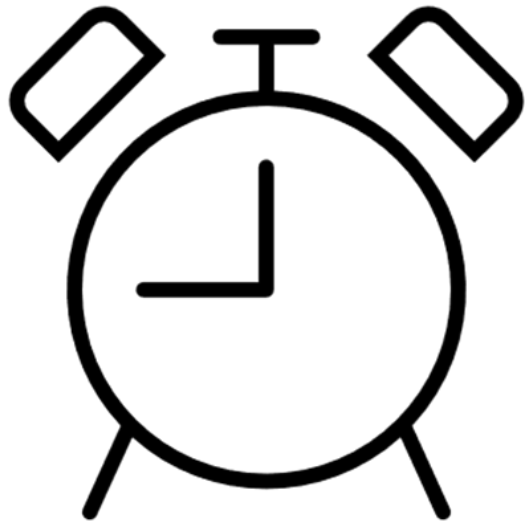


[About](#) ▾[Professional Development](#) ▾[News & Events](#) ▾[Resources](#) ▾[Donate](#) ▾[NACA Membership](#)[Member Login](#)[Join](#)

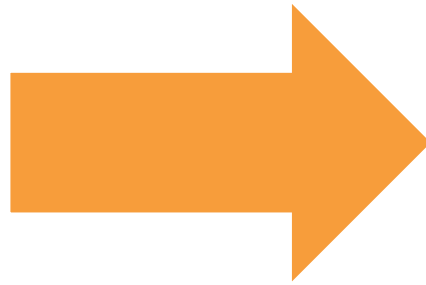
# NACA Guideline on Appointment-Based Pet Intake into Shelters

The outdated practice of unscheduled intake leads to a number of negative impacts (See Appendix A). Some of the consequences of on-demand, immediate intake include animals being unnecessarily impounded; families and pets being needlessly and often permanently separated; increased stress, disease, and death in shelter animals; poor customer experience; compromised staffing efficiency; and decreased organizational effectiveness.

*Given the numerous harms and risks associated with unscheduled intake, we recommend all animal shelters replace this practice with an appointment-based system that includes individual assessment and a case management approach for all non-emergency requests.*



The Right Time



The Right Place

# What is the Right Place?



The place permitting the best possible result for the animal(s) and person(s) in the most humane and efficient possible way

# The Cat Pants principle

- Even when there's plenty of room at the shelter, home is usually better than a kennel or a cage
- Keeping a pet, rehoming a pet, caring for found kittens and finding a lost pet's owner are **reusable and communicable skills**
- Built in pause makes space to try



# The vacuum effect

- Supporting animals to be healthy and safe where they are, instead of removing them, tends to stabilize populations and reduce the new migrating/breeding/buying that otherwise replaces removed individuals



The woods were dark and foreboding, and Alice sensed that sinister eyes were watching her every step. Worst of all, she knew that Nature abhorred a vacuum.

# The vacuum principle at work

## Effects of low-level culling of feral cats in open populations: a case study from the forests of southern Tasmania

Billie T. Lazenby<sup>A,B,D</sup>, Nicholas J. Mooney

<sup>A</sup>School of Biological Sciences, A08, University of S

<sup>B</sup>Department of Primary Industries, Parks, Water and  
Tas. 7000, Australia.

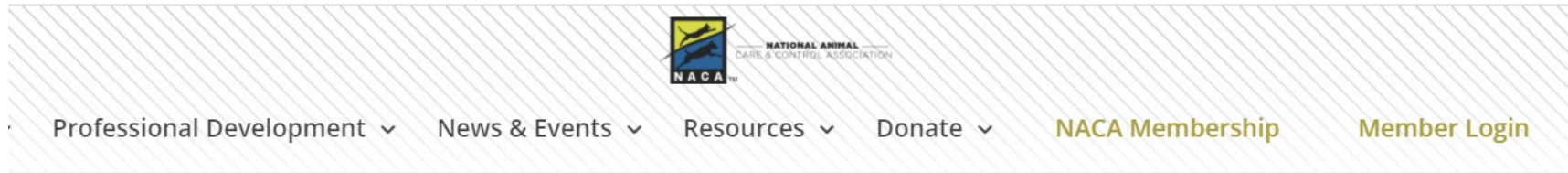
<sup>C</sup>PO Box 120, Richmond, Tas. 7025, Australia.

<sup>D</sup>Corresponding author. Email: Billie.Lazenby@dpi

“Contrary to expectation, the relative abundance and activity of feral cats increased in the cull-sites, even though the numbers of cats captured per unit effort during the culling period declined. **Increases in minimum numbers of cats known to be alive ranged from 75% to 211% during the culling period**, compared with pre- and post-cull estimates.”

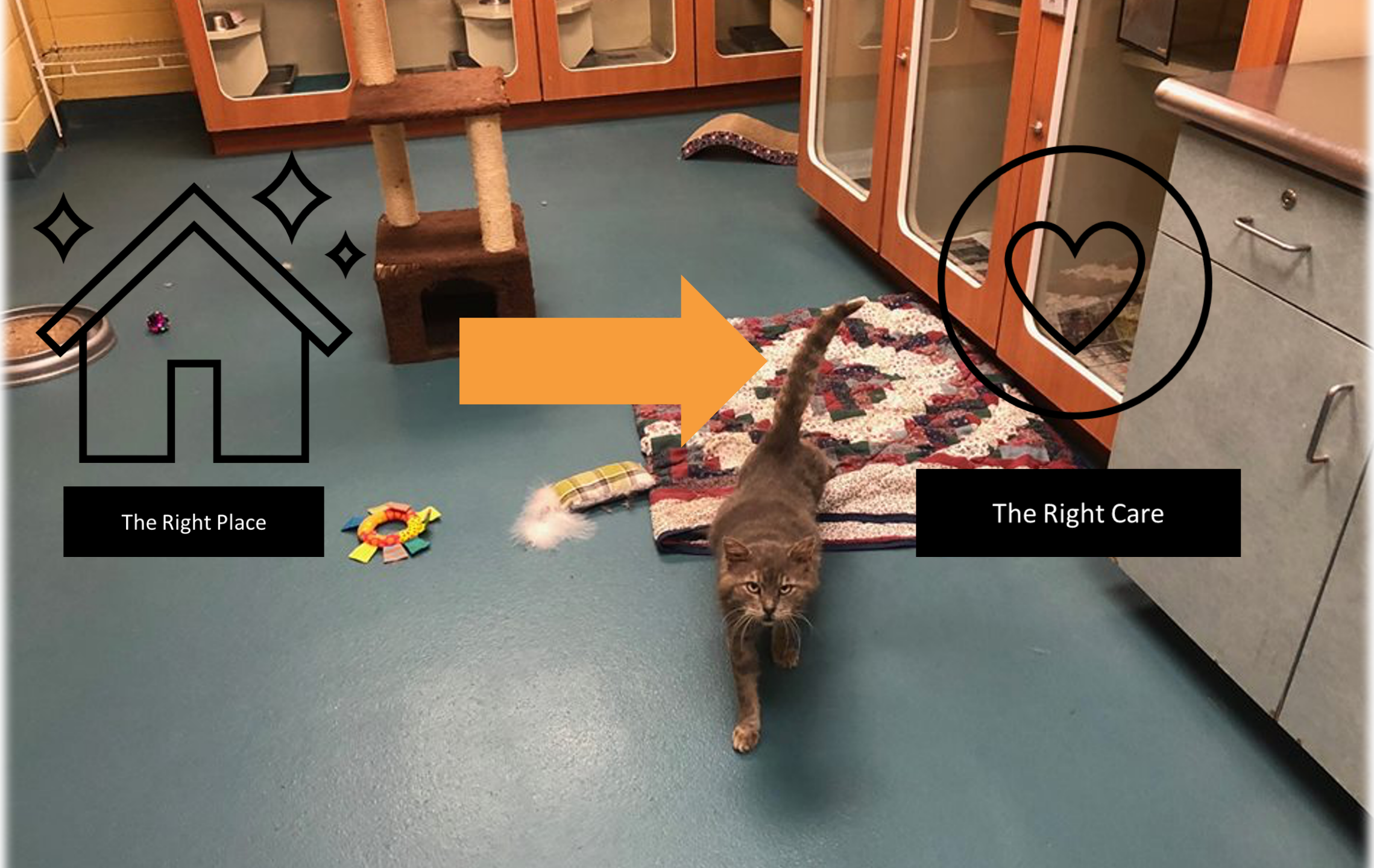


# Turning off the vacuum



## Animal Control Intake of Free-Roaming Cats

It is the position [policy] of the National Animal Care & Control Association that, at every opportunity, officers should [will] work to educate the public regarding humane and responsible co-existence and care of pet and community cats, to include education on the benefits and resources for spay/neuter and vaccination; responsible feeding and management practices for those choosing to care for community cats; and effective methods to humanely deter and exclude animals from homes, structures and targeted areas. It is the position of NACA that indiscriminate pick up or admission of healthy, free-roaming cats, regardless of temperament, for any purpose other than TNR/SNR, **fails to serve commonly held goals of community animal management and protection programs and, as such, is a misuse of time and public funds and should be avoided.**

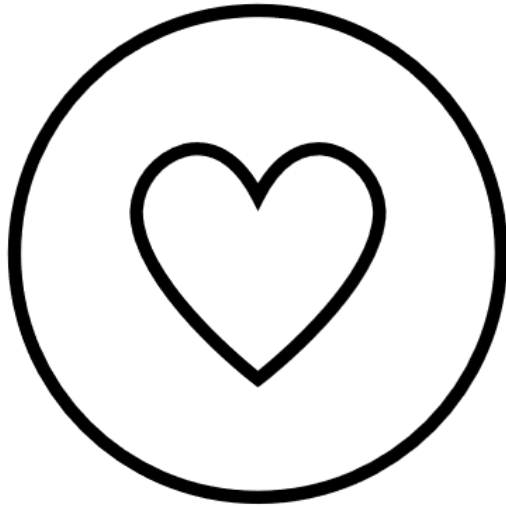


The Right Place



The Right Care

# What is the right care?



The Right Care

## ♥ Within the community

- Access to care for pets and families
- Communication to ensure that animals that need shelter help can get it

## ♥ Within the sheltering system

- Shelters have the opportunity to plan, create, communicate and sustain programs to provide care where it is needed

## ♥ Within the shelter itself

- Safety, health, and well being is provided for animals and staff
- 5 freedoms, ASV Guidelines are places to start

# Beyond the minimum

**FOUR PAWS** Animal Welfare Worldwide.

## Five Domains & our Animal Welfare Aims

### 1 Good Nutrition

Give animals the right amount and the right quality of fresh water and food to suit their needs and keep them happy.

### 2 Good Environment

Give animals the environment they need, which means a suitable place to rest and get shelter, and which is not stressful or gives them a negative emotional experience.

### 3 Good Health

Try to prevent any disease or injury, and if it does happen, have it treated quickly and as stress free as possible.

### 4 Appropriate Behaviour

Give them enough space, proper facilities, company of their own kind, and opportunities to make their own decisions.

### 5 Positive Mental Experience

Try to eliminate or reduce negative emotional experiences and provide them comfort with positive emotional experiences.

# Capacity Score Chart

HOUSING CARE AND CONDITIONS HEALTH AND WELFARE **STAFFING**

 <p>Mostly well within capacity with room to flex</p>	<p>Staffing in all areas is adequate to provide for routine needs, individual care and accommodate fluctuations in intake levels and routine staff turnover/absence without overwork, and there is time to work on protocols, training or other methods to improve internal processes and/or invest in community health</p> <p>E.g. staff in all departments are able to attend professional development training or networking events; the shelter team periodically steps back from day to day processes to evaluate and plan; proactive community programs and methods to reduce the number of animals requiring shelter care, such as safety net and foster programs, are developed and continually improved</p>
 <p>Mostly at capacity</p>	<p>Staffing is adequate to provide for all routine needs, individual care and accommodate fluctuations in intake levels and routine staff turnover/absence without overwork</p> <p>There is little time to work on protocols, training or other methods to improve internal processes and/or invest in community health</p> <p><i>Examples: Staff rarely has time to attend professional development or networking events; the shelter team can't consistently step back from day to day processes to evaluate and plan; there is limited time to invest in proactive community programs and methods to reduce the number of animals requiring shelter care, such as safety net and foster programs</i></p>
 <p>Over capacity in some areas</p>	<p>Staffing is generally adequate to cover all critical care needs and important elements of shelter function without requiring routine overwork but is lacking in some specific areas or is just barely enough</p> <p><i>Examples: Specific positions are unfilled or missing; specific areas such as medical or field services are not adequately staffed to avoid overwork; turnover means that although staffing is theoretically adequate there are periods where staffing is stretched; animals are receiving care but areas of the shelter appear messy and disorganized</i></p>
 <p>Over capacity in most areas</p>	<p>Staff is able to complete critical animal care functions such as cleaning and feeding within allocated hours most of the time, but staffing is limited or stretched thin for important elements of care or shelter function</p> <p><i>Example: There is often not enough time for enrichment, marketing, or customer care and/or during extended time periods such as kitten season</i></p>
 <p>Capacity urgently exceeded</p>	<p>Severe disease recognition and pain management generally occur promptly, but necessary procedures to move animals safely to the appropriate outcome are sometimes delayed or missed</p> <p><i>Examples: Routine vaccines are not always given immediately on intake; antibiotic treatments are sometimes given late or missed; owner, rescuer, or potential adopter contacts are not made promptly resulting in a prolonged length of stay</i></p>

Staffing in all areas is adequate to provide for routine needs, individual care and accommodate fluctuations in intake levels and routine staff turnover/absence without overwork, and there is time to work on protocols, training or other methods to improve internal processes and/or invest in community health

E.g. staff in all departments are able to attend professional development training or networking events; the shelter team periodically steps back from day to day processes to evaluate and plan; proactive community programs and methods to reduce the number of animals requiring shelter care, such as safety net and foster programs, are developed and continually improved

# OUR TEAMS AND THE ANIMALS DESERVE THIS

Our population has been manageable for over a year (ranging from 30 to 75 animals) on a daily basis. In prior years we averaged over 300 animals daily. Staff morale has increased and compassionate care is being displayed. Enrichment for all animals is top priority and workplace expectations are the normal mindset now.



Contents lists available at ScienceDirect

# The Veterinary Journal

journal homepage: [www.elsevier.com/locate/tvjl](http://www.elsevier.com/locate/tvjl)



Original Article

## An observational study of the relationship between Capacity for Care as an animal shelter management model and cat health, adoption and death in three animal shelters



C.L. Karsten<sup>a,\*</sup>, D.C. Wagner<sup>a</sup>, P.H. Kass<sup>b</sup>, K.F. Hurley<sup>a</sup>

<sup>a</sup>Koret Shelter Medicine Program, School of Veterinary Medicine, University of California – Davis, One Shields Ave, VM: CCAH Room 214, Davis, CA 95616, USA

<sup>b</sup>Department of Population Health & Reproduction, School of Veterinary Medicine, University of California – Davis, 4005 VM3B, Davis, CA 95616, USA

### ARTICLE INFO

Article history:  
Accepted 4 August 2017

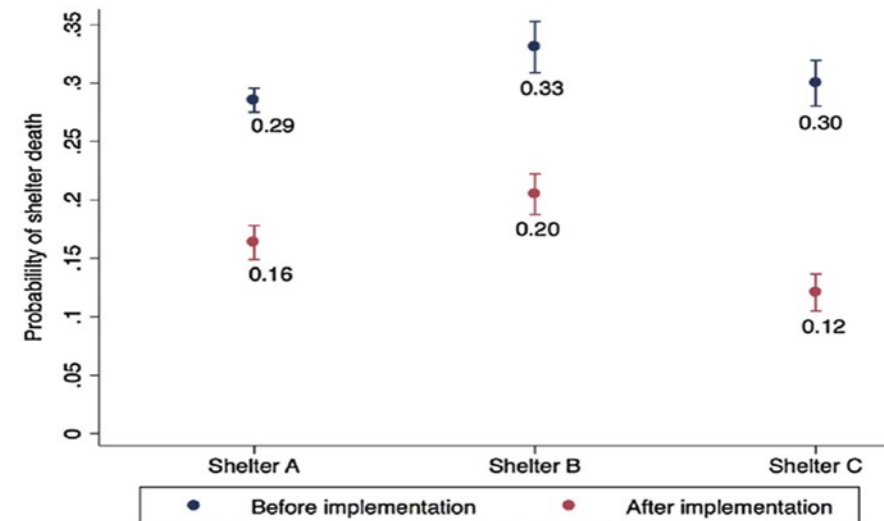
Keywords:  
Adoption  
Animal shelter  
Animal welfare  
Capacity for Care  
Length of stay

### ABSTRACT

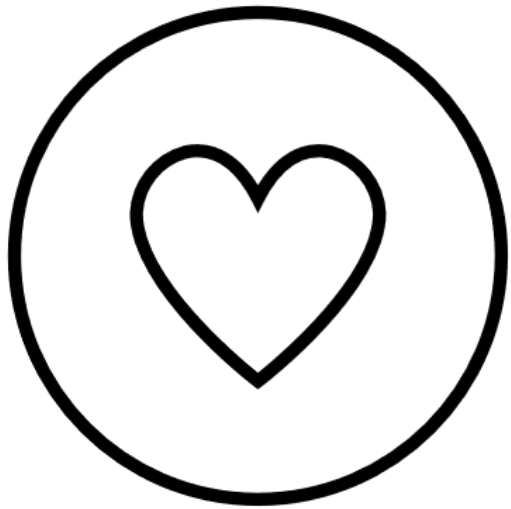
Animal shelters struggle to function at their 'right size' in terms of physical, staff, and financial capacity, especially with seasonal fluctuations in cat intake. To address this, a Capacity for Care (C4C) management model was devised to balance health and welfare requirements of cats with maintaining or improving goals for positive outcomes, such as adoption or transfer. In a study of three shelters, applying the C4C management system gave each organization a daily shelter cat population target (to be achieved through proactive length of stay management) which helped each shelter to increase the size of their feline housing units. Pre- and post-C4C data were evaluated to determine impact on average monthly isolation ward population, and outcomes such as adoptions and shelter deaths (euthanasia/died). Improved outcomes included increased adoption probability, decreased shelter death probability and fewer cats requiring disease isolation were seen after C4C institution. Results suggest that implementation of the C4C management model could help other shelters achieve similar results.

© 2017 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>)

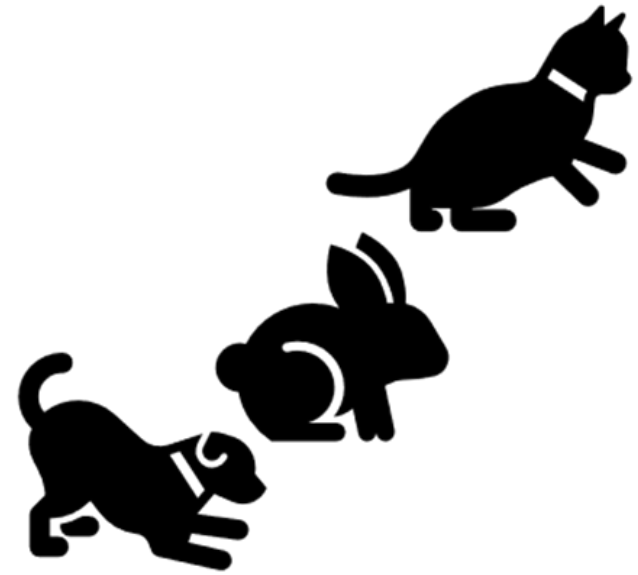
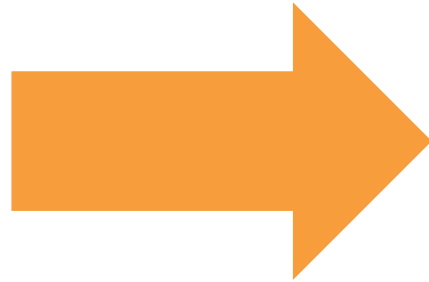
### Probability of Euthanasia



**Fig. 5.** Margins plot showing the probability of a cat having an outcome of shelter death (euthanasia or died) prior to implementation of the C4C model compared to after implementation at all three shelters (A, B, and C).



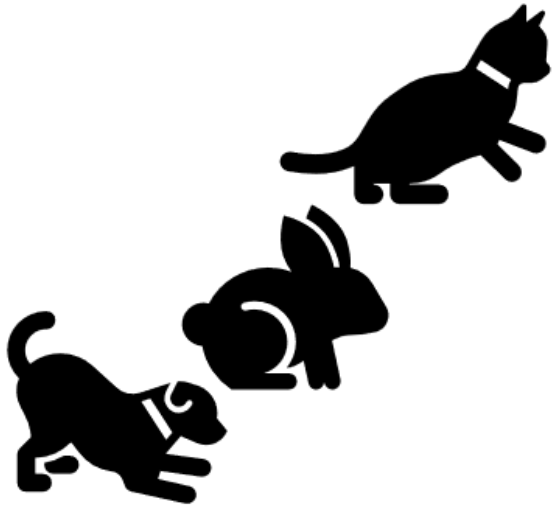
The Right Care



The Right Outcome



# What is the Right Outcome?



The Right Outcome

The outcome that best supports the well being of animals, honors the connections between humans and pets, stabilizes systems and maintains public health and safety

# The vacuum effect revisited

- Removing animals from habitat, homes, neighborhoods or communities without changing anything at the point of origin, will chronically destabilize homes and populations
- *Every animal returned builds a bridge and holds a spot*



COPYRIGHT JOHN S. PRITCHETT

# Actually not just a cat thing

NEWS // LOCAL

## Study finds most loose dogs on San Antonio streets have owners



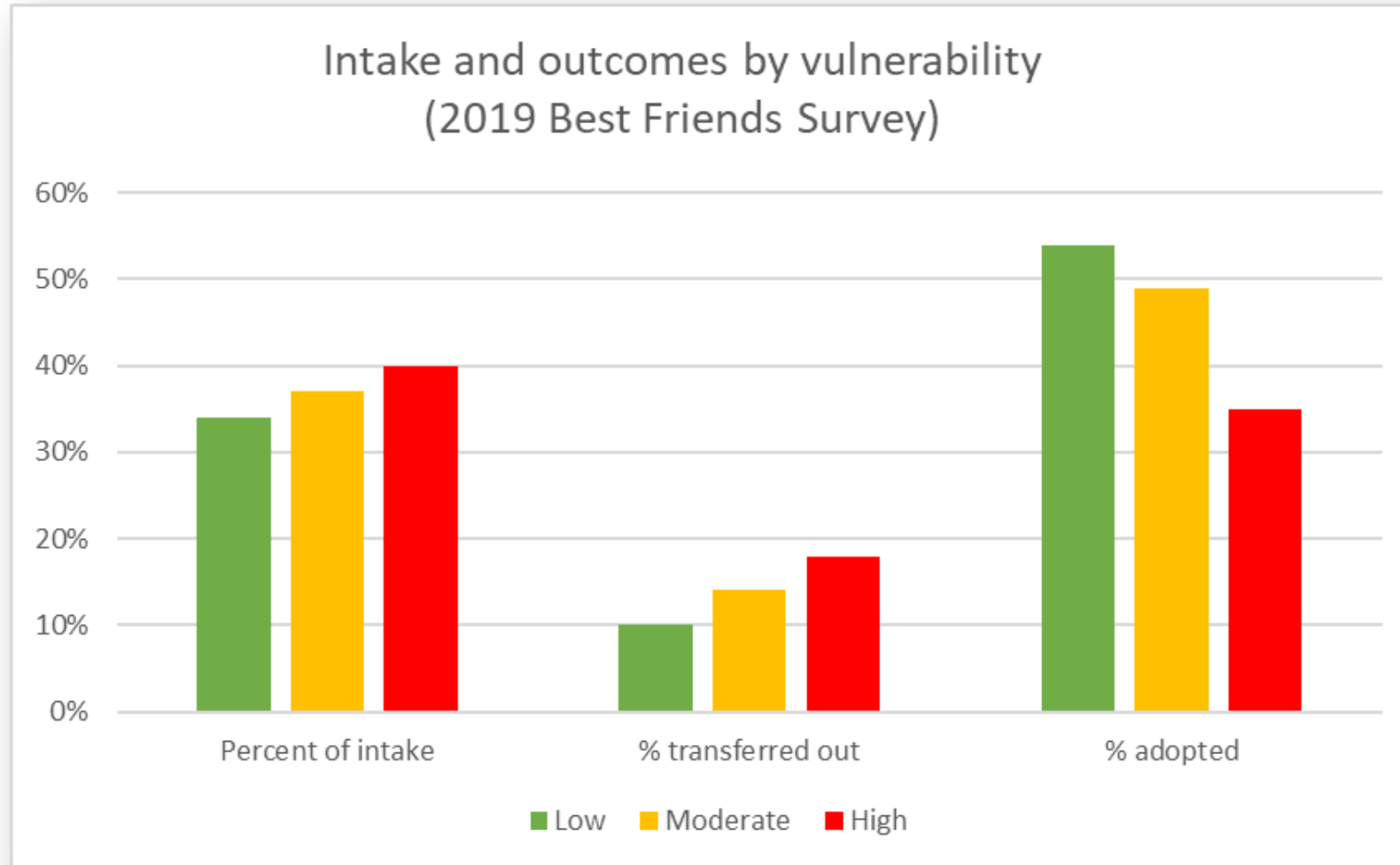
Vincent T. Davis, Staff writer

Nov. 27, 2019 | Updated: Nov. 27, 2019 4 a.m.



Animal Care Officer Robert Lopez makes initial contact with a stray dog and her four puppies discovered on Quintana Road while making his rounds on the Southwest Side in December 2017. A new study conducted this year shows that up to 96 percent of the dogs loose on the streets of San Antonio actually belong to somebody.

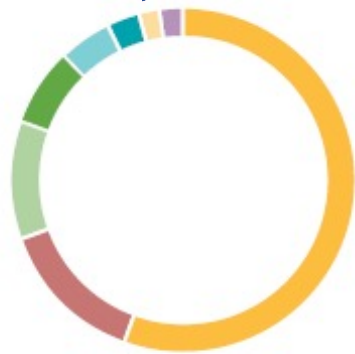
# Chronic imbalance



# Closing a critical loop

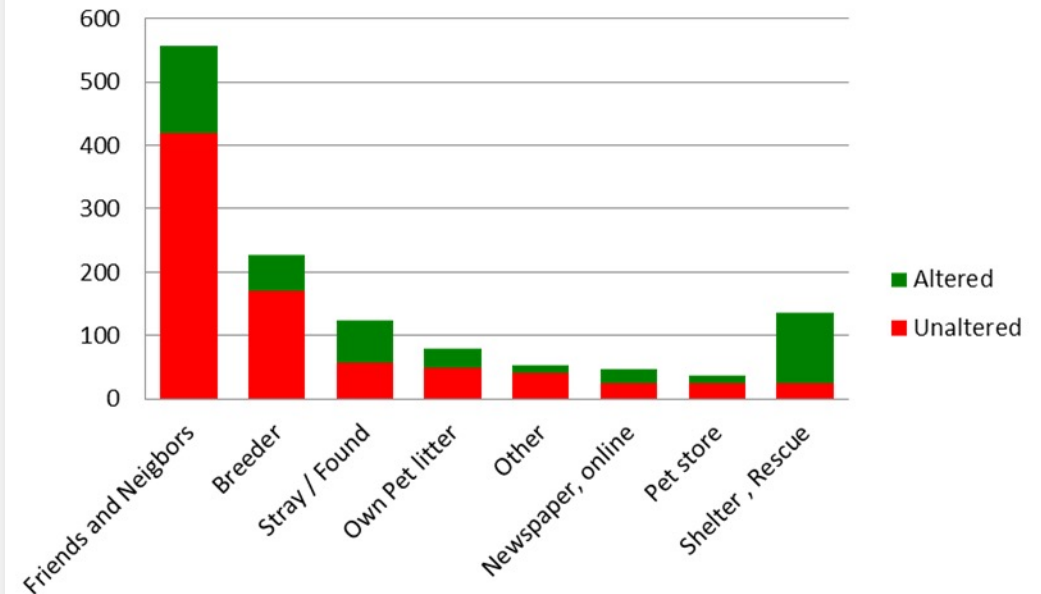
Pet source in  
Pets for Life  
households

Shelter/rescue 3%



- family, friends, neighbors 55%
- free roaming/found 14%
- pet's litter 11%
- breeder 7%
- community/feral cat (unowned) 5%
- shelter/rescue 3%
- online/newspaper 2%
- pet store 2%

## Spay/neuter by acquisition source



# Return to Home is Return to Home



# Beyond “fates better than death”

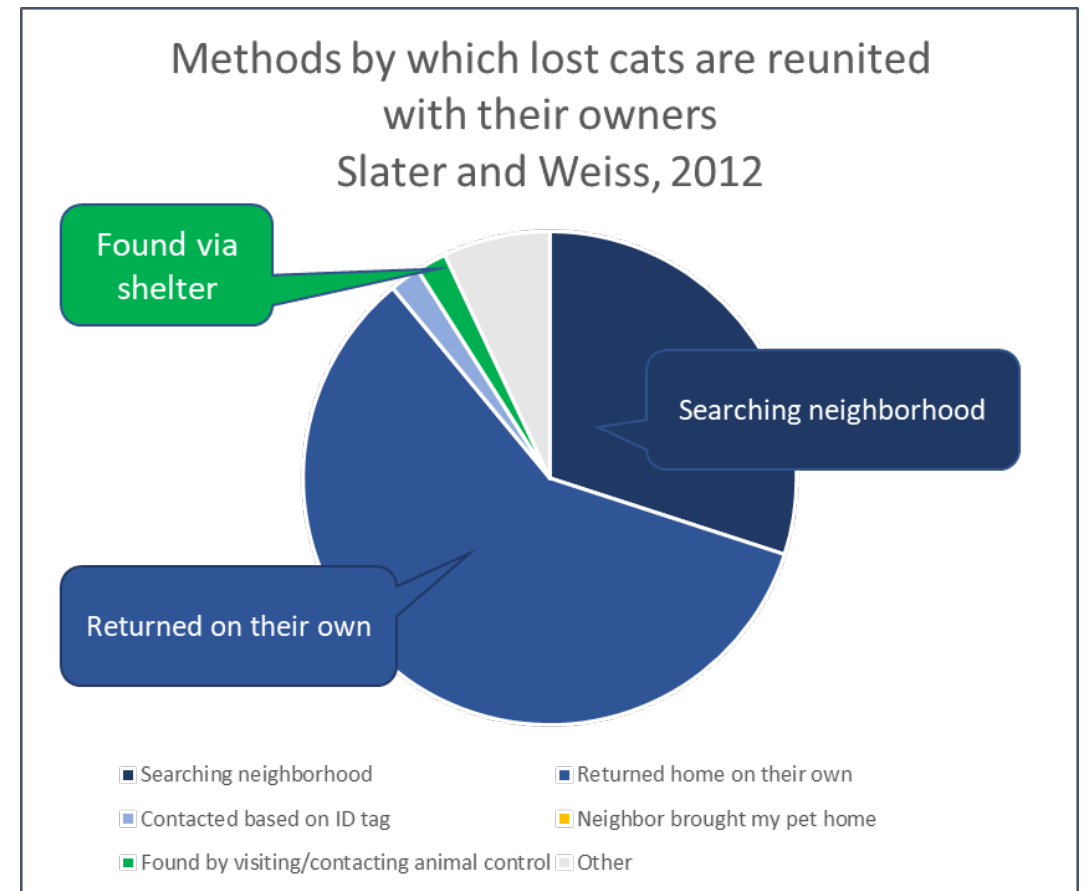
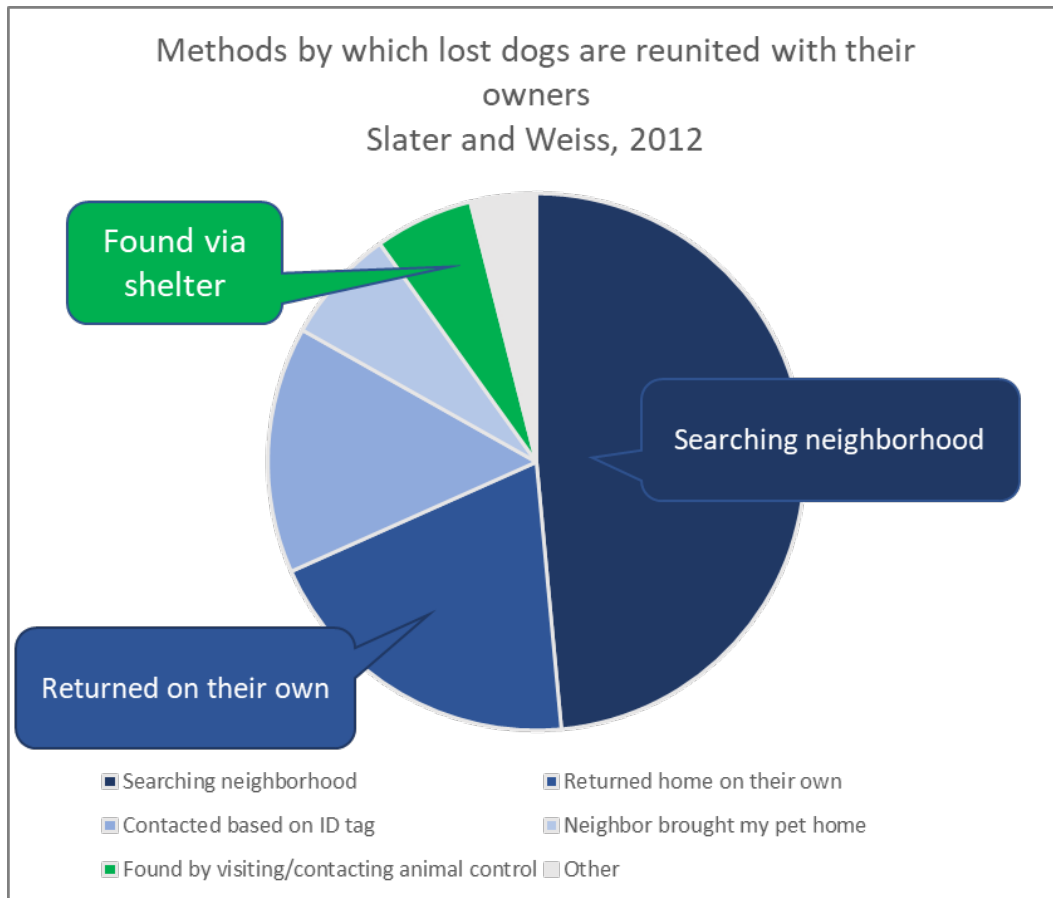
♥ Animals that have homes go back to them  
(RTO/RTH)

♥ Animals that need new homes get adopted into the same communities they came from

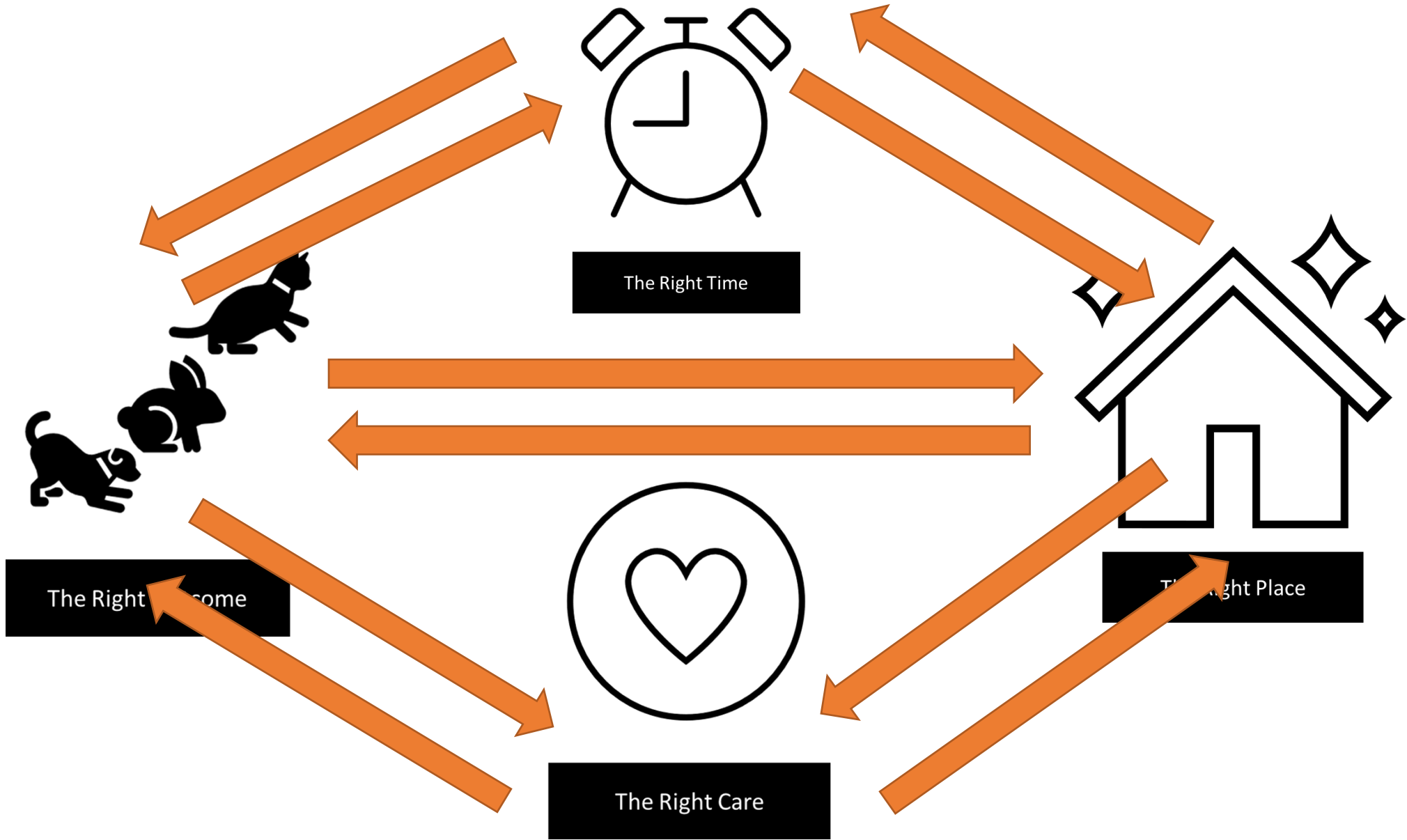
♥ Transfer is available where resources are better aligned to animal needs

♥ Shelters are able to confidently identify and humanely euthanize animals that are dangerous or suffering

# Sometimes Right Outcome starts in the Right Place









MADDIE'S  
**MILLION PET  
CHALLENGE**

## TEAMING UP FOR PETS & PEOPLE

Join us in a revolution in  
community-centered sheltering and  
care - all at no cost!



CONSULTATIONS >

SHELTER CO-  
MENTO

The Right Home

LEARNIVERSE >

SUPPORTING TEAM  
WELLBEING >



The Right Time



The Right Care



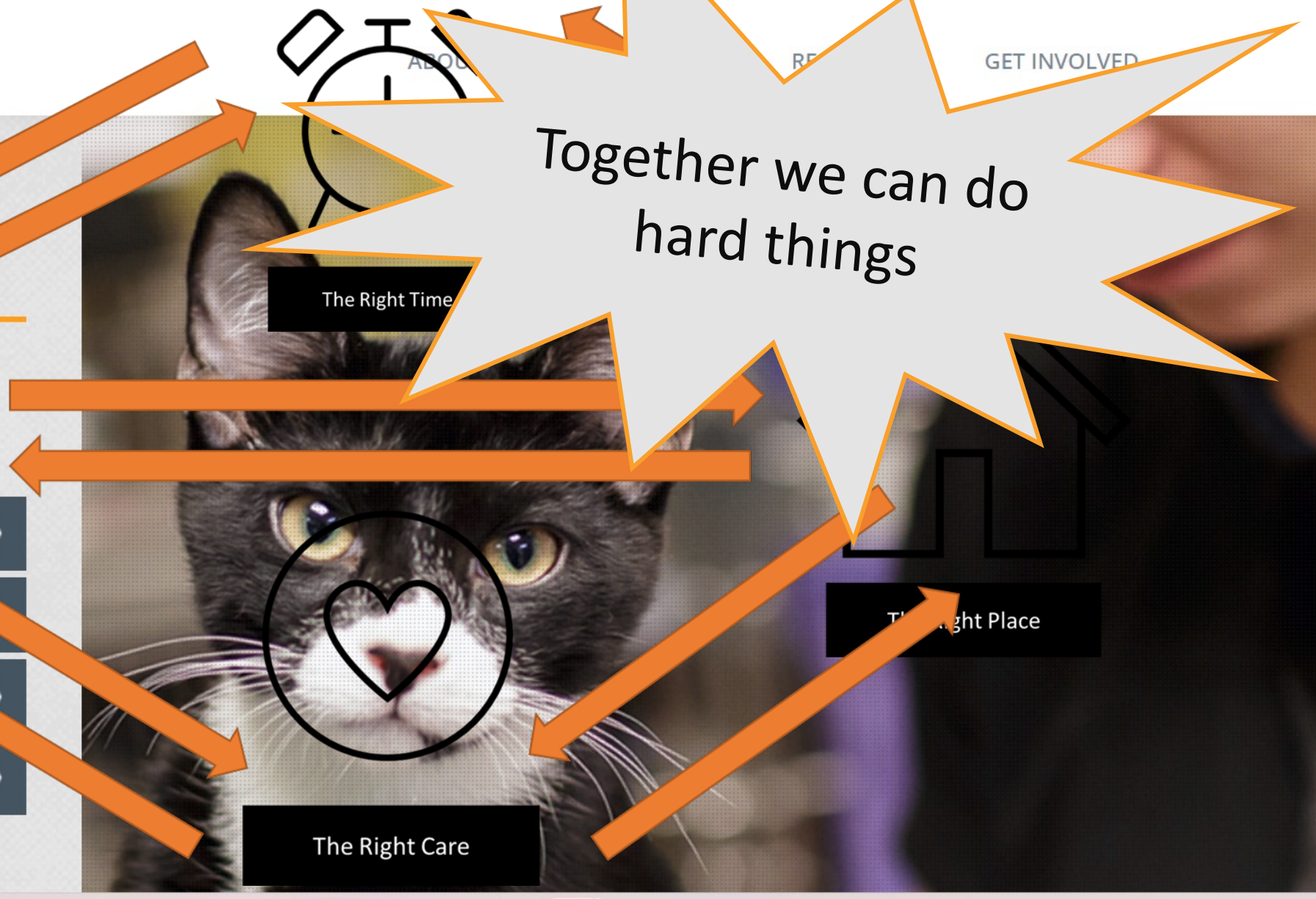
The Right Place

Together we can do  
hard things

ABOUT

RE

GET INVOLVED





Learn more:

<https://maddiesmillionpetchallenge.org/about/>

Reach us: [info@maddiesmillionpetchallenge.org](mailto:info@maddiesmillionpetchallenge.org)

Continue the discussion on Maddie's Pet Forum:

<https://maddies.fund/MarchFourward>



**We invite you to join us** in imagining and creating a world in which every single shelter is able to provide every animal at risk with the Right Care in the Right Place at the Right Time to the Right Outcome.

Next up:  
Right Place!



# Maddie's Fund

## Webinar Registration



Topic      The Future Is Four: The Right Care in the Right Place at the Right Time to the Right Outcome



[https://maddiesfund-org.zoom.us/webinar/register/WN\\_9UHVkuKcQbumXhwr-Y9puw](https://maddiesfund-org.zoom.us/webinar/register/WN_9UHVkuKcQbumXhwr-Y9puw)