Capacity for Care

As Important Now As It Ever Was

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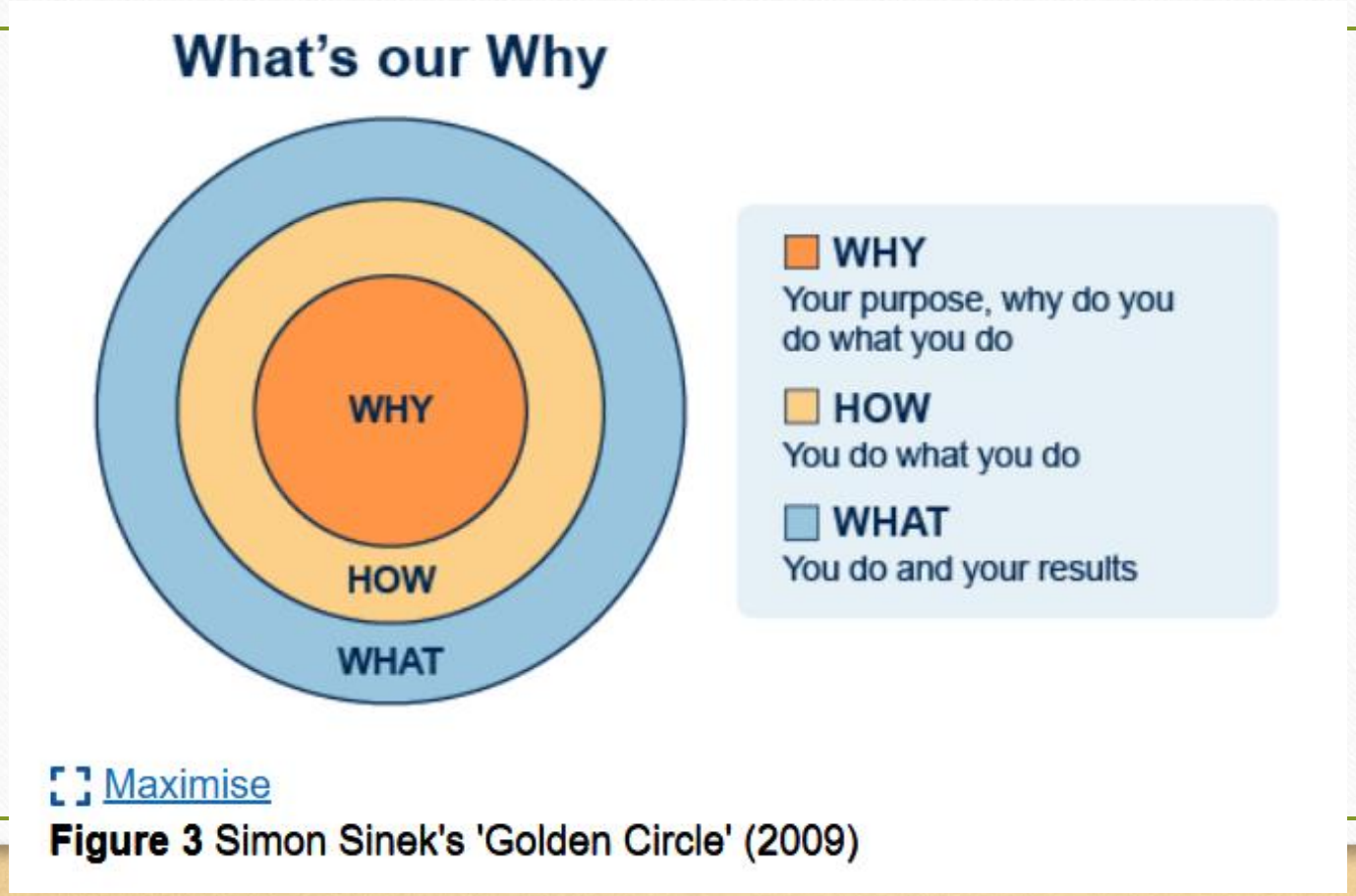
University of Wisconsin Shelter Medicine Program

- 2013 Grad of LSU School of Veterinary Medicine
- Mixed animal practice in rural Louisiana
- Staff veterinarian at Companion Animal Alliance Baton Rouge Louisiana
- Interim Director CAA
- Medical Director CAA
- Maddie's UCD UW Fellowship 2020-2021
- Outreach Veterinarian for UW SMP 2022

Roadmap



Maximise

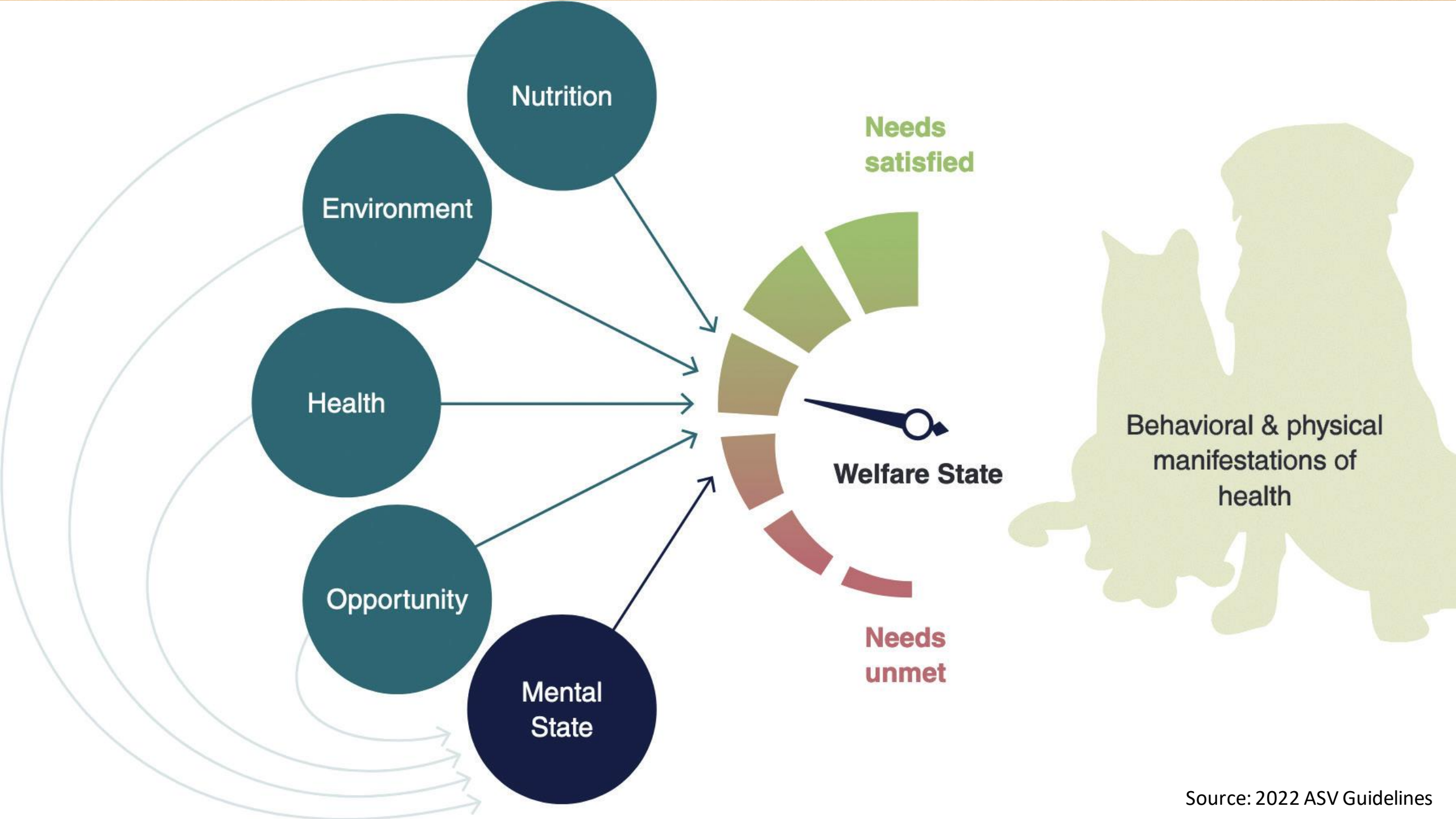
Figure 3 Simon Sinek's 'Golden Circle' (2009)

WHY

Pause:

- Why is Capacity for Care important?

The 5 Freedoms plus 1



Source: 2022 ASV Guidelines

Challenges of Sheltering Today

- Long Stays
- Staffing
- Crowding

Pause:

- What is capacity for care?
  - What is your definition?
  - What does it feel like?

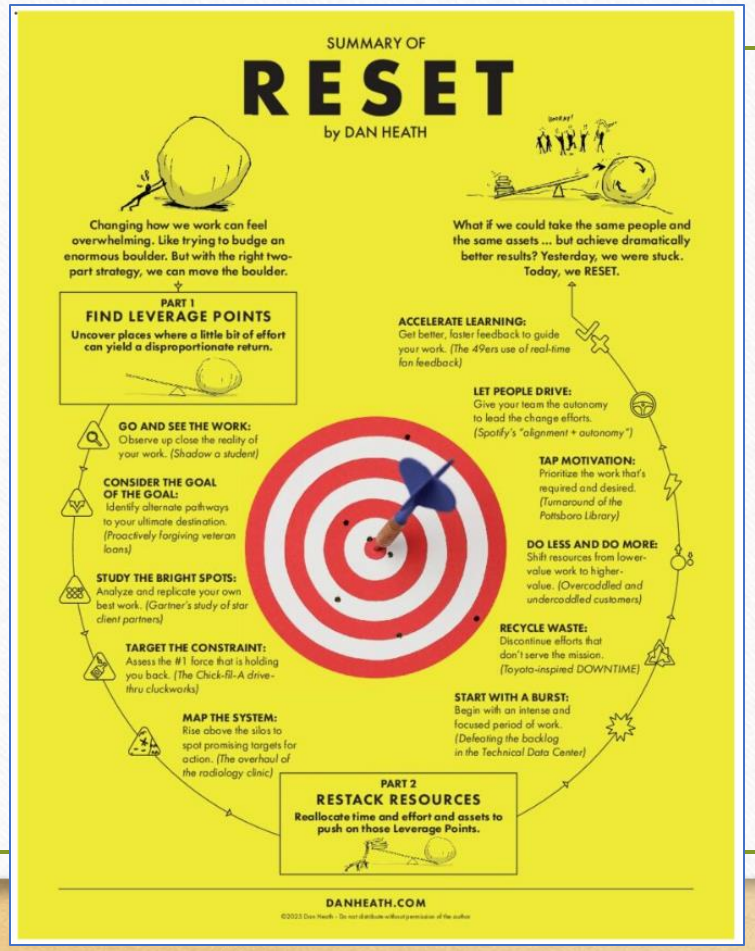
For Your Consideration

- **Our most commonly used one..." (operating within) We match the number of animals in our care with the resources we have in order to assure that we meet the needs of every animal admitted"**
- "Individual animals are managed in consideration of the shelter's ability to provide care for that animal and their entire population in a manner consistent with the guidelines outlined in this document"- ASV Guidelines
- "Intentional and active population management, considering each animal and considering the current resources of the shelter"

"[The] capacity to provide humane care has limits for every organization... When a population is not managed within an organization's capacity for care, other standards of care become difficult or impossible to maintain." – ASV Guidelines

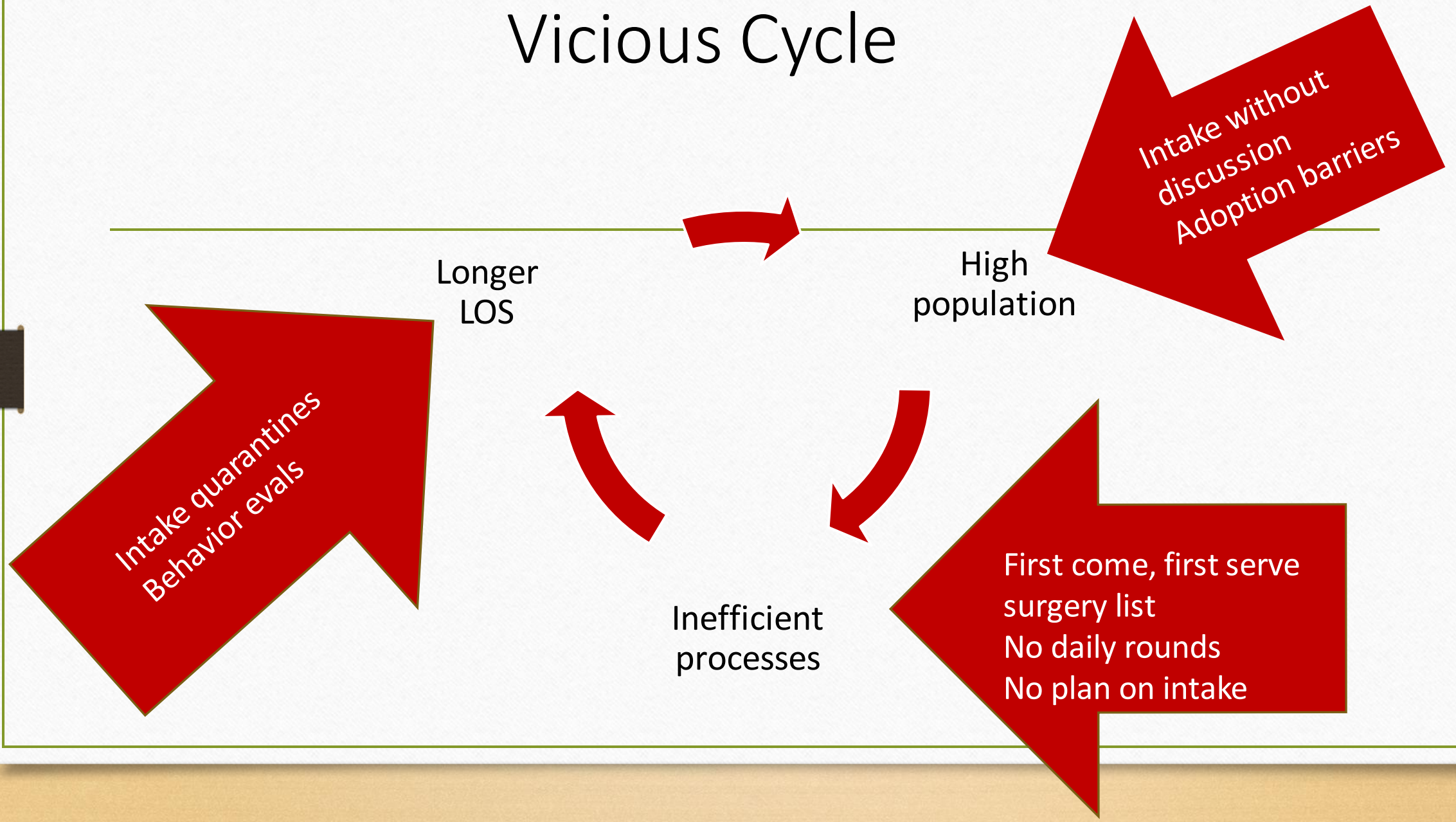
Thomas Peter/Reuters

Self-Perpetuating Systems



rethink the way they worked. As Paul Batalden, a health care expert, once said: "Every system is perfectly designed to get the results it gets." Meaning that once you change your aspiration—when you set your sights on *different results*—the system you have is wrong, by definition. Because the system is designed, intentionally or not, to yield the results you got yesterday.

Vicious Cycle



Can't focus on what we need to?

Inadequate Housing

Closed portals?

Optimal Lifesaving Not Achieved

Compromised Sanitation

Asking more than we are capable of doing?

Don't have time?

Staff Stress and Burnout

Increased Animal Stress

Increased Disease

Long LOS?

Everyone on abx?

2022 ASV Guidelines

Operating beyond an organization's capacity for care is an unacceptable practice.

When shelter populations tax the organization's ability to provide care for their animals, living conditions worsen, and population health and well-being are compromised.

Review > J Patient Saf. 2018 Mar;14(1):1-2. doi: 10.1097/PTS.0000000000000157.

When Doing Wrong Feels So Right: Normalization of Deviance

Mary R Price [1], Teresa C Williams

Affiliations + expand

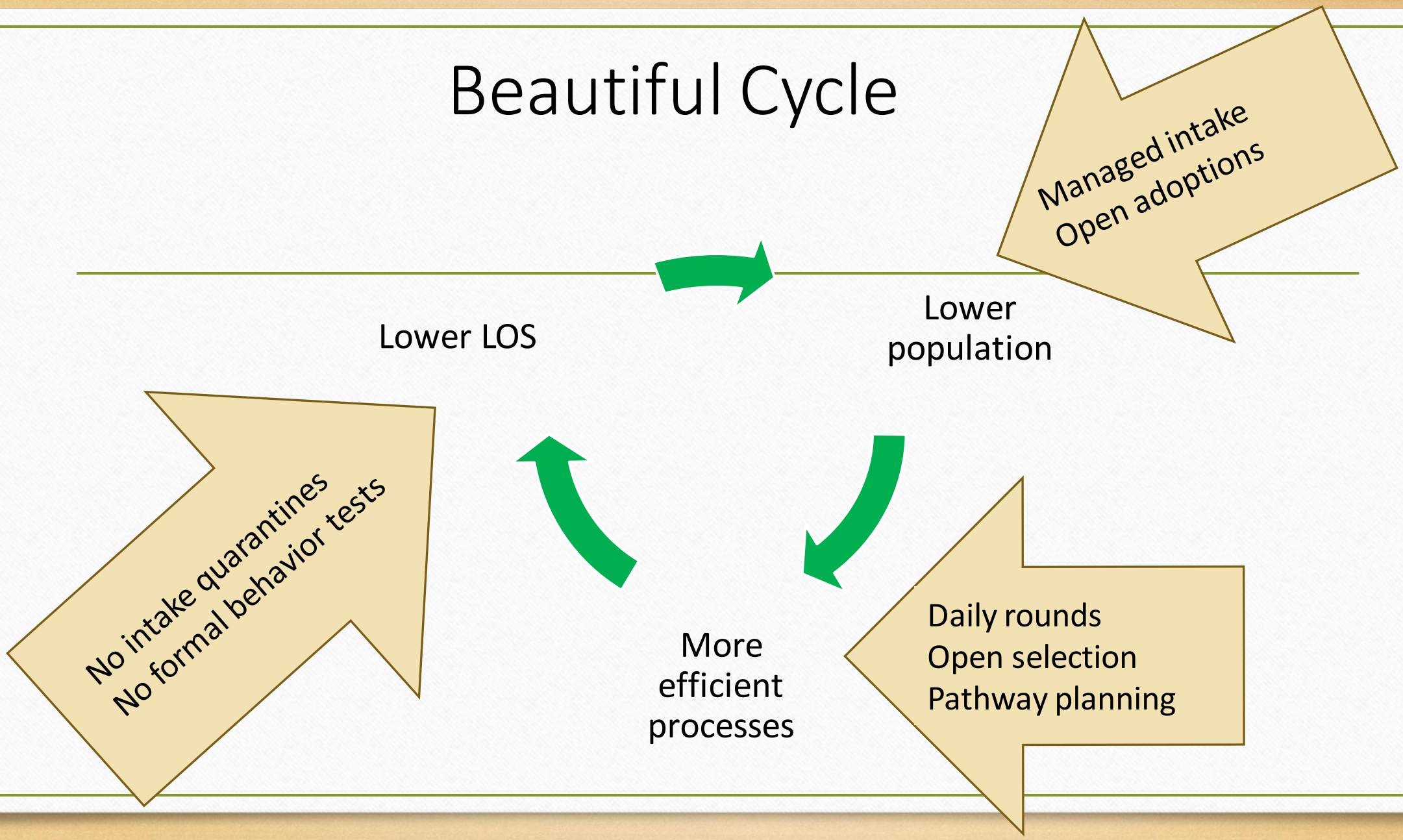
PMID: 25742063 DOI: 10.1097/PTS.0000000000000157

Abstract

Normalization of deviance is a t... Diane Vaughan when reviewing the Challenger disaster ... disaster was related to the repeated ... design flaw with the O-rin... organization becom... rs insid... factors line... d bre... stries, heal... ard disast... drivers such as ... antly defend their actions ... have embraced the normalization ... explore the impact of this concept on ... es and also the steps these other high-risk organizations have found to prevent it.

"Vaughan describes this phenomenon as occurring when people within an organization become so insensitive to deviant practice that it no longer feels wrong. Insensitivity occurs insidiously and sometimes over years because disaster does not happen until other critical factors line up."

Beautiful Cycle



…WHY

Core Considerations

- Population management (including intake, flow through, and outflow pressure)
- Housing quality
- Resources (staffing, space, funding)

Types of Capacity Calculations

- Intake driven capacity
- Flow through capacity- LOS
- Outcome driven capacity
- Housing capacity
- Staffing/team capacity

Intake

- **Intake-driven capacity:** the number of animals in care is determined by how many are brought in
  - Monthly daily average

Required physical holding capacity (RPHC) = Monthly daily average intake x required holding period

A	B	C	D
Time period	Intake	Days in month	MDA
Jan-14	82	31	3
Feb-14	68	28	2
Mar-14	94	31	3
Apr-14	111	30	5
May-14	168	31	5
Jun-14	244	30	8
Jul-14	302	31	10
Aug-14	344	31	5

Outcomes

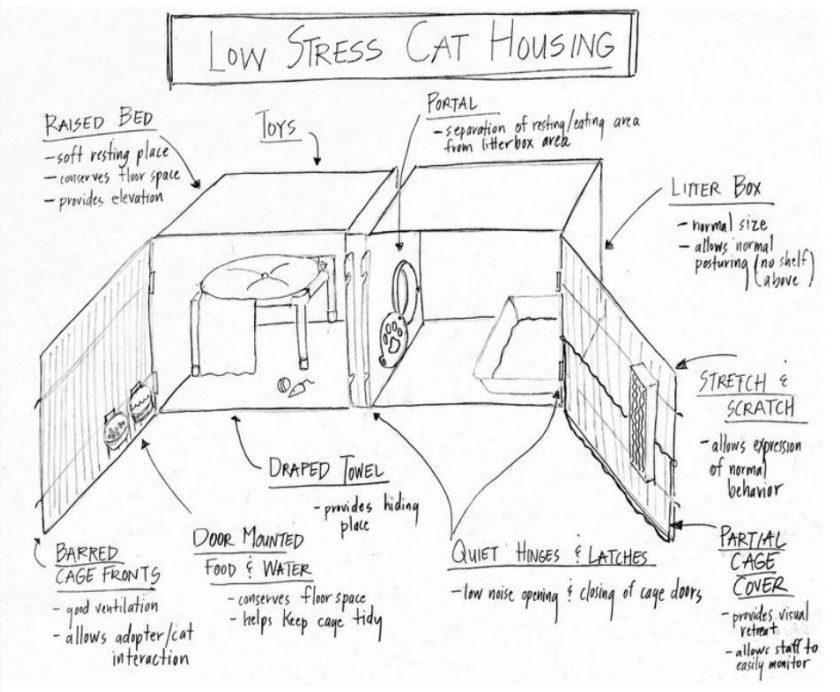
- Outcome driven capacity: The number of animals you can find the desired outcomes for drives the number of animals in care
  - Remember, adoptions aren't the only type of desired outcome!

*Adoption Driven Capacity = Target Average Length of Stay * Monthly Daily Average Adoptions*

A	B	C
Time period	MDA adoptions	Adoption driven capacity
Jan-14	2	14
Feb-14	2	17
Mar-14	3	21
Apr-14	4	26
May-14	5	38
Jun-14	6	42

Housing Capacity

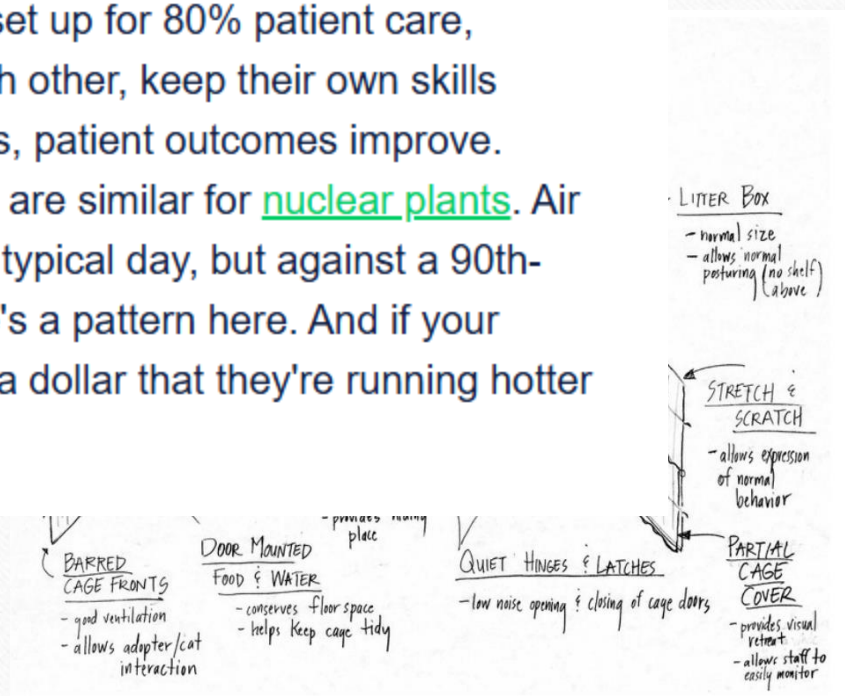
- Holding capacity: physical capacity of humane housing units
- Needs to include surge capacity



Housing Capacity

- Holdin
  of hum
- Needs

Professions with a long history of studying burst capacity, like hospital nurses for instance, consistently come back to the finding that 80% utilization is an important threshold. When nursing ratios are set up for 80% patient care, nurses can absorb surprises, cover off for each other, keep their own skills current, and do good work. Absenteeism drops, patient outcomes improve. We've known this for a long time. The findings are similar for nuclear plants. Air traffic control staffing isn't calibrated against a typical day, but against a 90th-percentile busiest day. There's...y'know. There's a pattern here. And if your team can't handle more change, we'll bet you a dollar that they're running hotter than that.



Staffing/ Team/ Resources

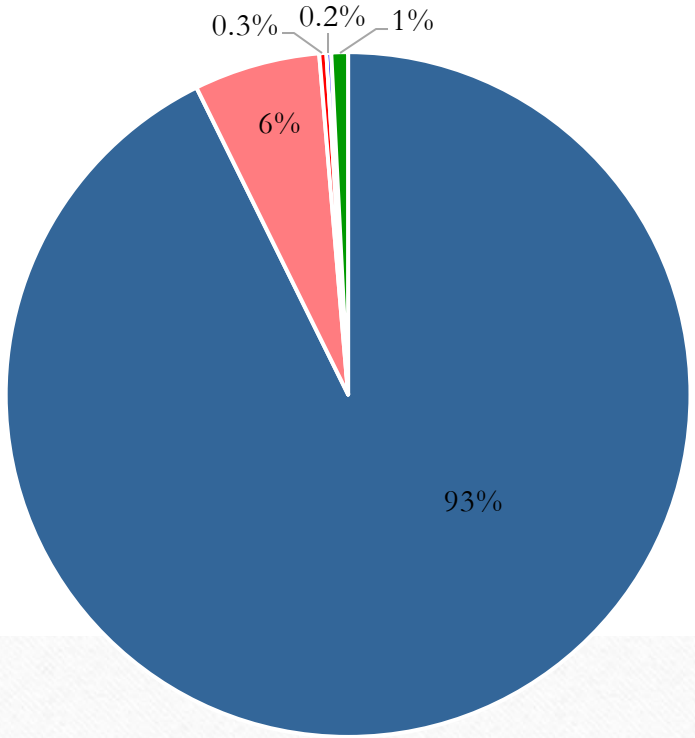
- Staffing capacity/ Care capacity: capacity is determined by the number of animals we have the staff to care for

Flow Through

- Flow-thought capacity
  - Capacity driven by how long animals stay in care
  - Required physical holding capacity: daily average of intakes x required hold period.

A	B	C	D	E	F
Time period	Intake	Days in month	MDA intake	Intake holding period (days)	RPHC
Jan-14	82	31	3	6	16
Feb-14	68	28	2	6	15
Mar-14	94	31	3	6	18
Apr-14	111	30	4	6	22
May-14	168	31	5	6	33

What is the welfare status of the animals in this shelter?



2019 Canine Outcome Statistics

Adoptions - 825
Redemptions - 53
Transfers - 3
Died - 2
Euthanized – 7

Total= 890

Live Release Rate: 98.9%

We don’t know!

Action!

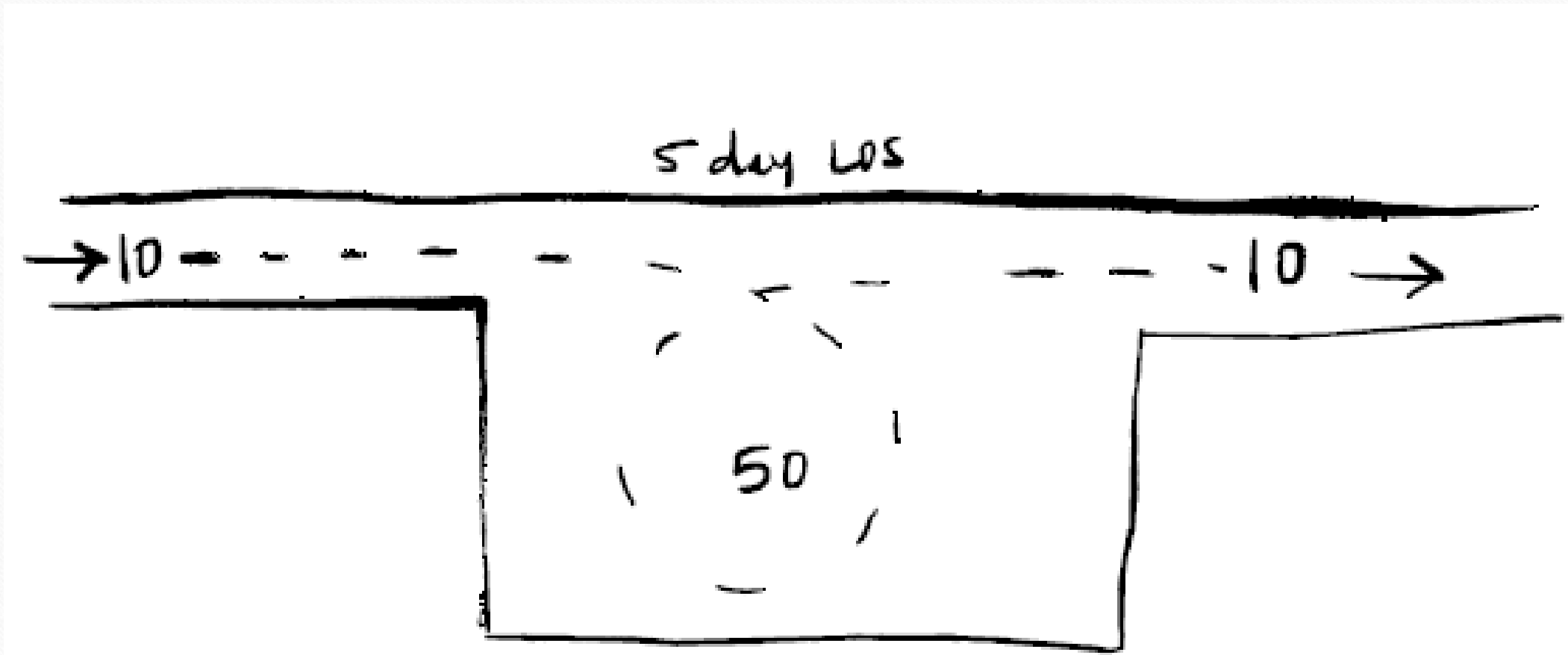
- Self Awareness
- Understand-capacity is not infinite
- Question 1
- Question 2
- Plan

Question 1

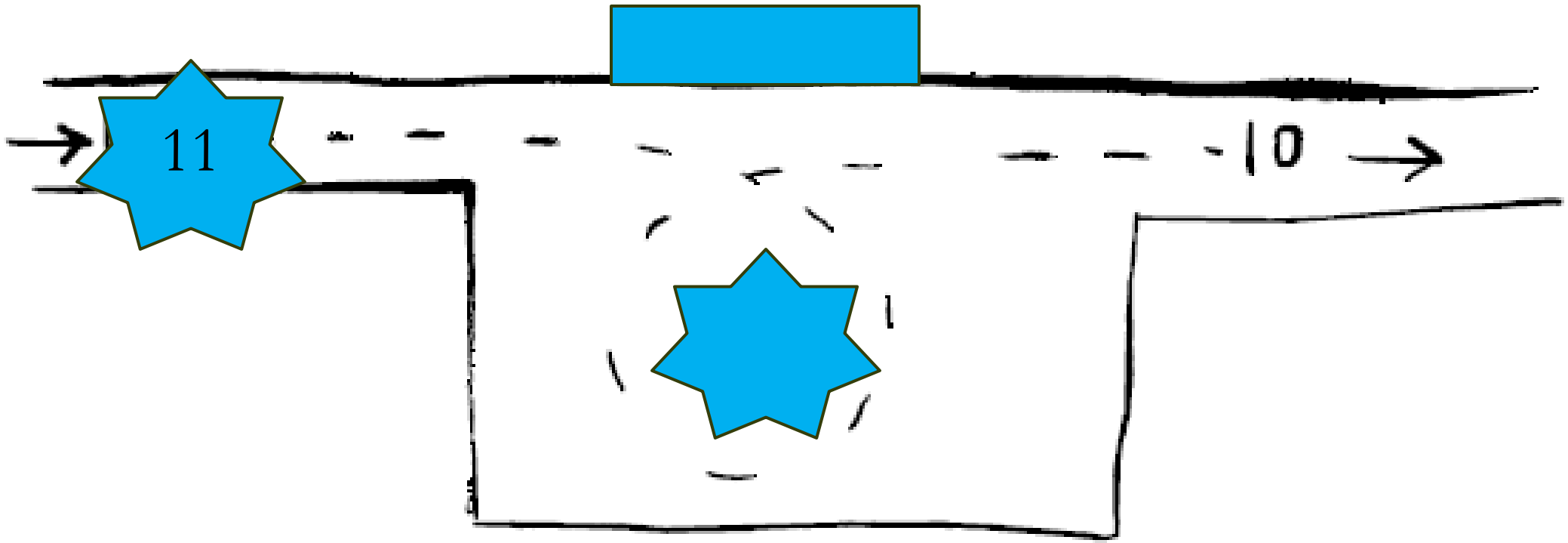
"Are you operating within your capacity for care, on the border all the time, or beyond?"

Question 2

"Which are you?"


5 day LOS
10
10
50


30 day LOS
10
10
300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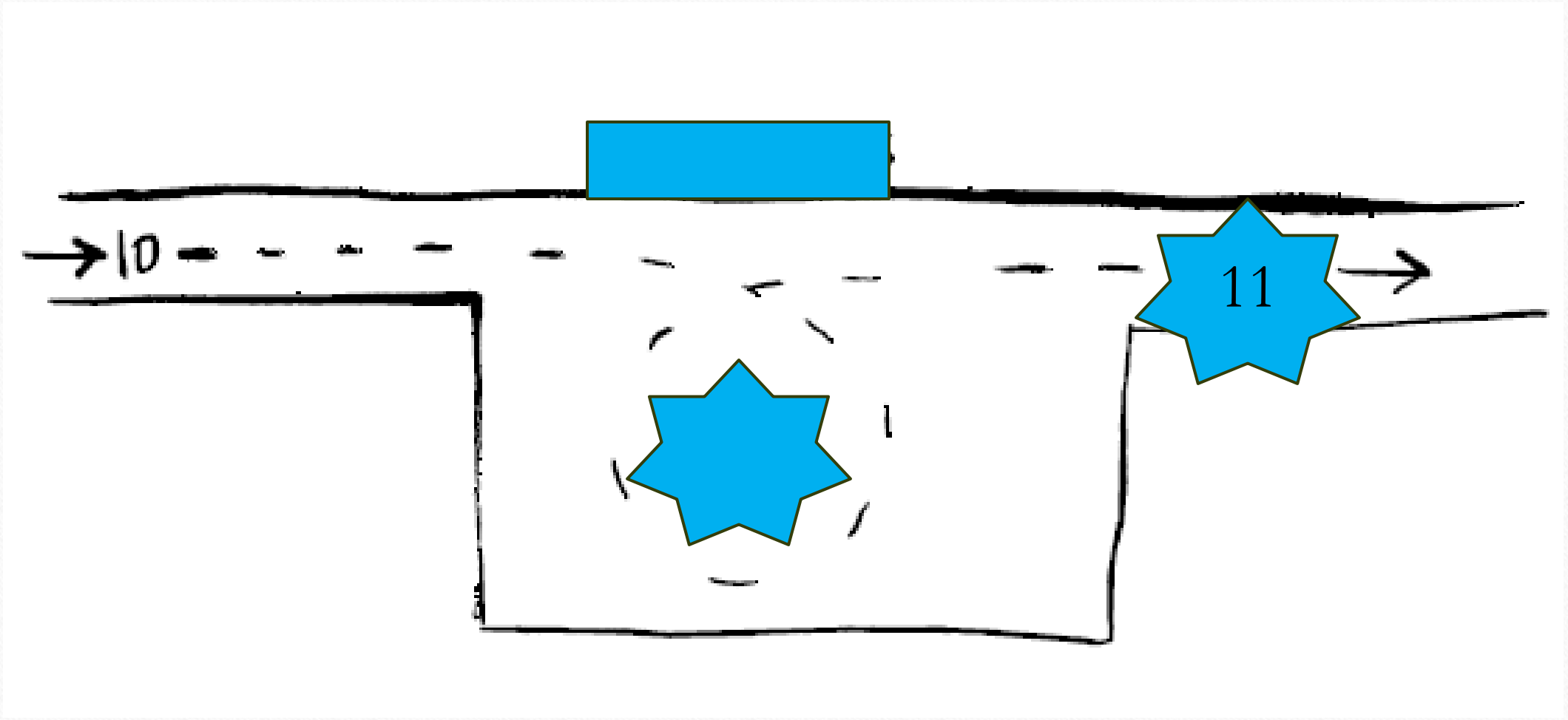
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PATHWAY PLANNING!

Pre- Intake

- Community Services and Inreach
- Pet Retention
- Pathway Planning

Intake

- Intake Planning
- Managed Admissions
- Pathway Planning

In- Care

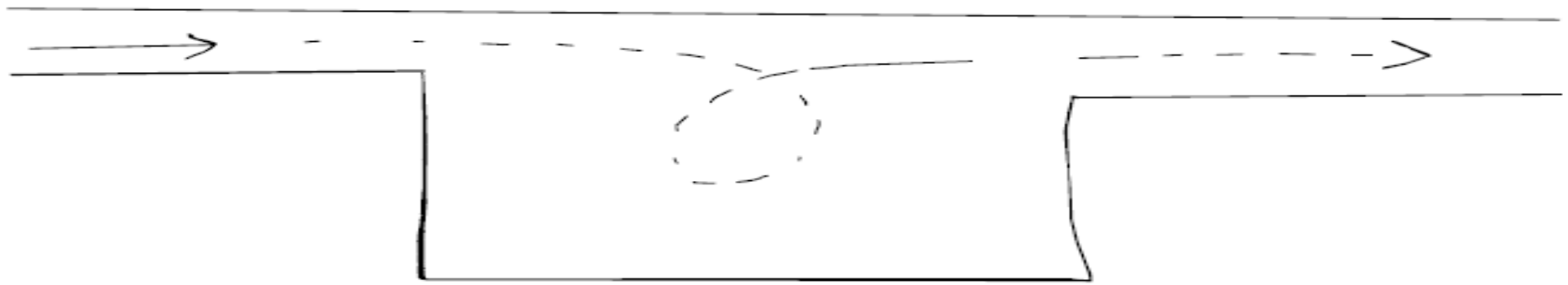
- LOS
- Housing
- Population Rounds
- Daily Monitoring
- Data Analysis
- Eliminating Bottlenecks
  - Intake Quarantines
  - Behavior Evaluations
  - Wait time for med/ sx
- Pathway Planning

Outcome

- Reducing Barriers to
- Transport and Transfer Practices
- Outcome Planning
- Adoption Practices
- Pre-selection
- Timely Euthanasia
- Pathway Planning

Post-Outcomes

- Retention
- Adopter Support
- Community Support



Game Changers

PATHWAY PLANNING

MANAGED ADMISSION

POPULATION ROUNDS

DAILY MONITORING

PROTOCOLS

PRE/OPEN SELECTION

DOUBLE COMPARTMENT HOUSING

PEDIATRIC SPAY/NEUTER

OPEN ADOPTION

Can you do a calculation for me please? A shelter has an average intake of 10 animals per day and an average of 10 outcomes per day. The average length of stay is 30 days. The population is currently 300 animals. Their physical holding capacity is 200 animals. If they set a goal to increase their adoptions by 10 percent, how long will it take to get to their physical holding capapcity?

If the shelter increases its adoptions by 10%, it will reduce its population by 1 animal per day. At that rate, it will take **100 days** to bring the population down from 300 to the physical holding capacity of 200 animals.

Resources

- Overview of Capacity for Care Information Sheet
- Calculating Shelter Capacity Information Sheet
- Facility Design, Shelter Animal Housing and Shelter Population Management

ELSEVIER

The Veterinary Journal

Volume 227, September 2017, Pages 15-22

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 [a], D.C. Wagner [a], P.H. Kass [b], K.F. Hurley [a]

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https://doi.org/10.1016/j.tvjl.2017.08.003

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Questions?

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Evaluation

THANK YOU!

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