COUNTING ALL PAWS: MASTERING DAILY POPULATION ROUNDS

ERIN KATRIBE, DVM, DABVP (SHELTER MEDICINE PRACTICE)

MELANIE LYONS

NATIONAL SHELTER MEDICINE

BEST FRIENDS ANIMAL SOCIETY

HOUSEKEEPING AND RACE CE CREDIT

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- Chat for comments and sharing your experiences!
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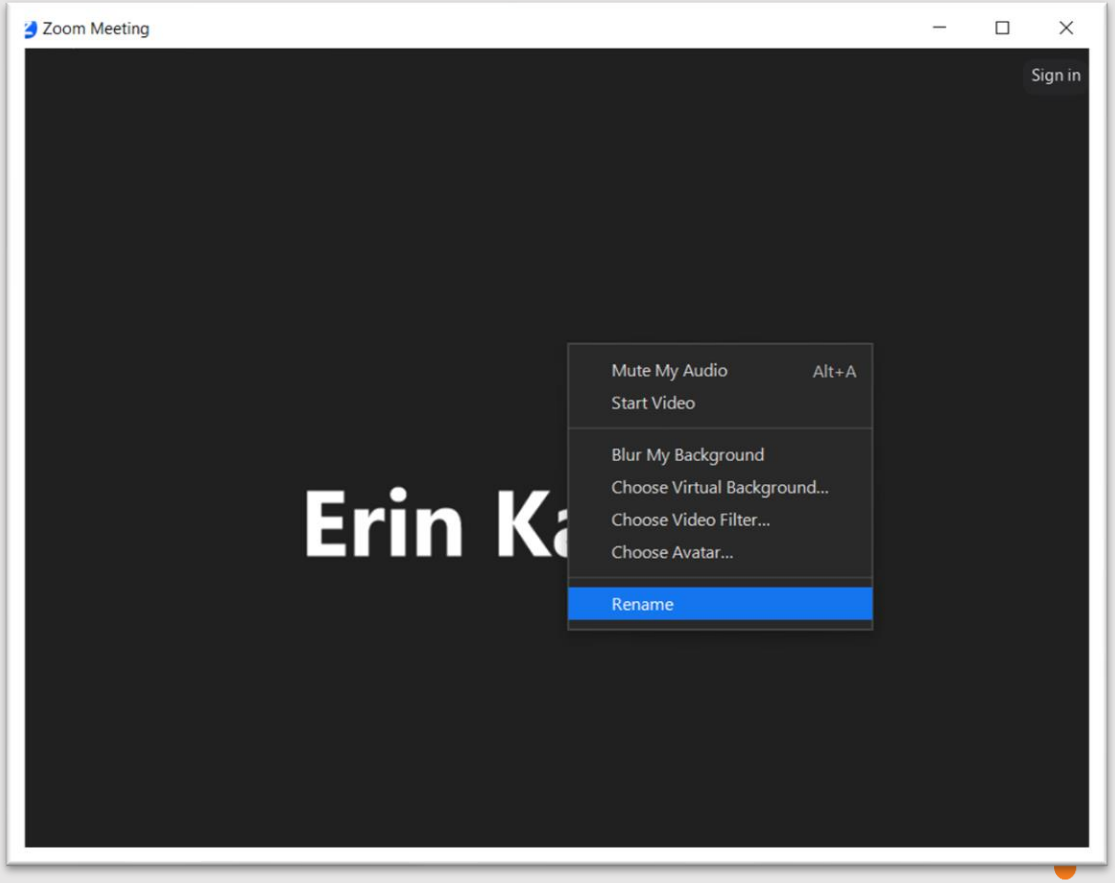
- Credit is only available for **live** attendance for at least 50 minutes



OUTLINE

- Why daily population rounds
- Who should participate?
- How?
- When?
- A plan to get started
- Common challenges
- Success stories!

BEFORE WE START…WHAT DO YOU SEE?

DAILY POPULATION ROUNDS

Physical walkthrough

Every animal

Every area

Every day

Who attends?

Medical

Operations

Behavior

Outcomes

Foster

And more!

Goals

Improve quality of care

Minimize LOS

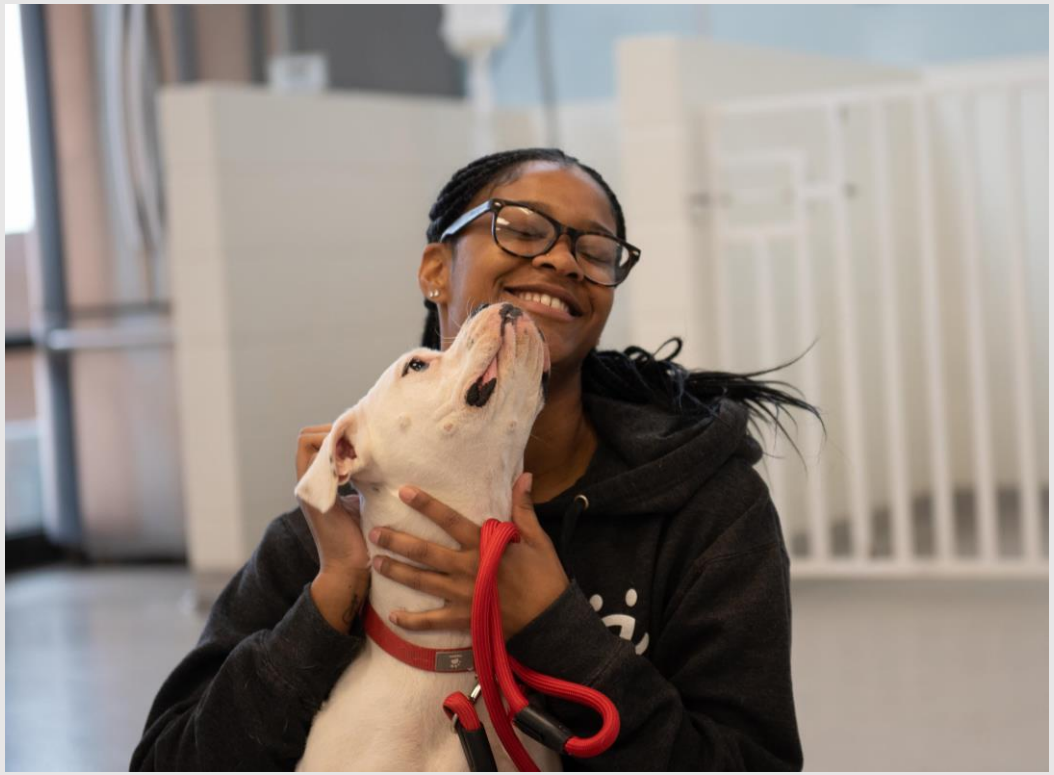
Improve collaboration across teams

Increase lifesaving!

How long does it take?

An hour or less for the whole shelter

GOALS OF DAILY POPULATION ROUNDS



- Improve quality of care
- **Proactive** population management
- Minimize length of stay
- Improve collaboration across teams
- Increase lifesaving

WHO SHOULD DO IT?

- People with decision-making authority
- A person that can provide accurate information about the animals
- A person that can help with outcomes
- A person that can help with the medical care of the animals
- A person that knows the behavior of the animals and what is acceptable

WHAT ARE WE ASSESSING?

- Every area
- Every animal
- **Every day**

- For each animal, ask:
  - Who are you?
  - How are you?
  - Are you where you need to be?
  - What do you need today?
  - Do you need something scheduled?
  - How long have you been here? Why?
  - How can we you get out of here?

WHAT ARE WE ASSESSING?

- Every area
- Every animal
- **Every day**

- For each area & enclosure ask:
  - Is it clean?
  - Does it fulfill the animal's needs?
  - Allows the animal to present normal behavior?
  - Temperature? Humidity?
  - Is it too loud?
  - Any repairs needed?

CANINE KENNEL EVALUATION DURING ROUNDS

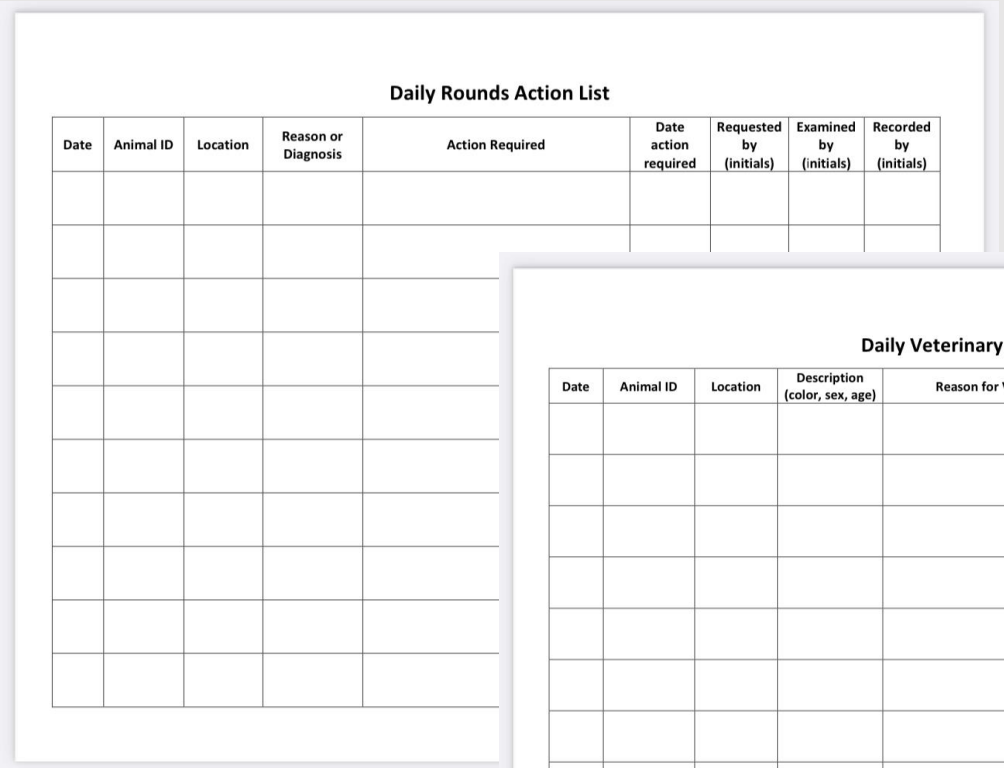
WHEN TO DO ROUNDS

- Morning
  - Before cleaning/feeding
  - Before opening to public
  - Fewer distractions
- Be consistent (mostly)

WHAT ACTION TO TAKE

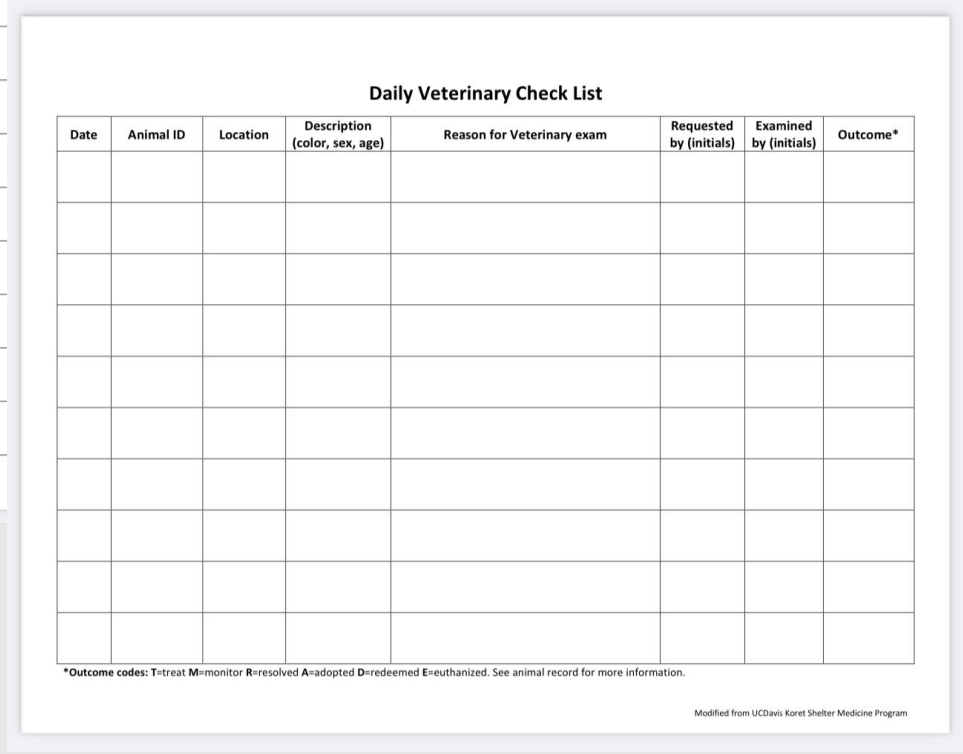
- Discussion in the moment
- OR
- Write down an action item for follow up after
- Identifying which option keeps it efficient
- Longer than 30-60 seconds? Later!

SUPPORTING DOCS



Daily Rounds Action List

Date	Animal ID	Location	Reason or Diagnosis	Action Required	Date action required	Requested by (initials)	Examined by (initials)	Recorded by (initials)

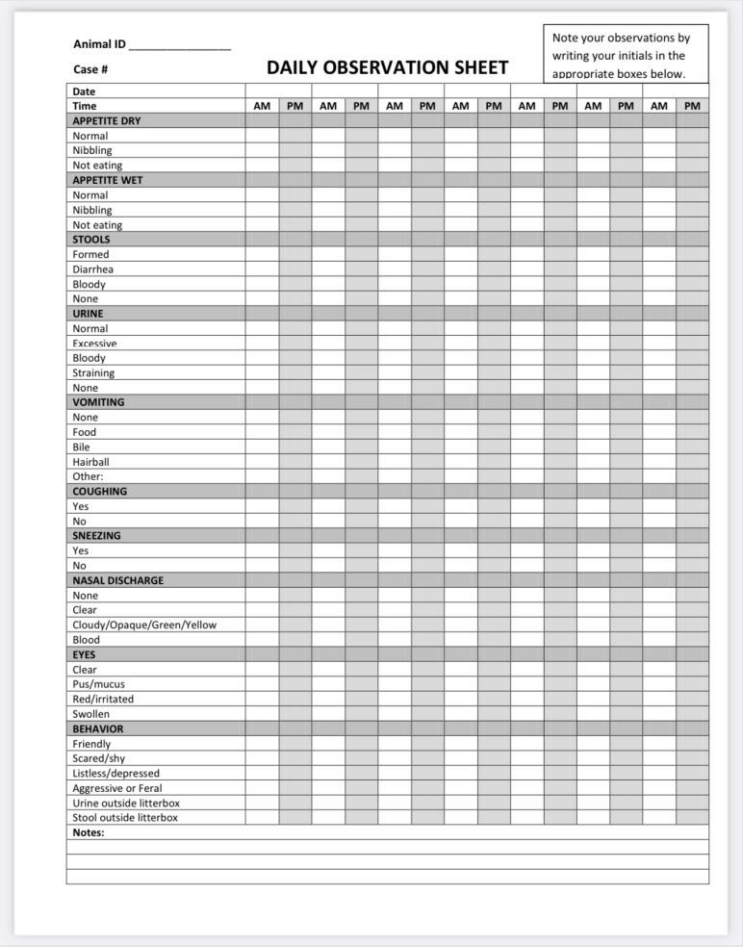


Daily Veterinary Check List

Date	Animal ID	Location	Description (color, sex, age)	Reason for Veterinary exam	Requested by (initials)	Examined by (initials)	Outcome*

***Outcome codes:** **T**=treat **M**=monitor **R**=resolved **A**=adopted **D**=redeemed **E**=euthanized. See animal record for more information.

Modified from UCDavis Koret Shelter Medicine Program



Animal ID _____

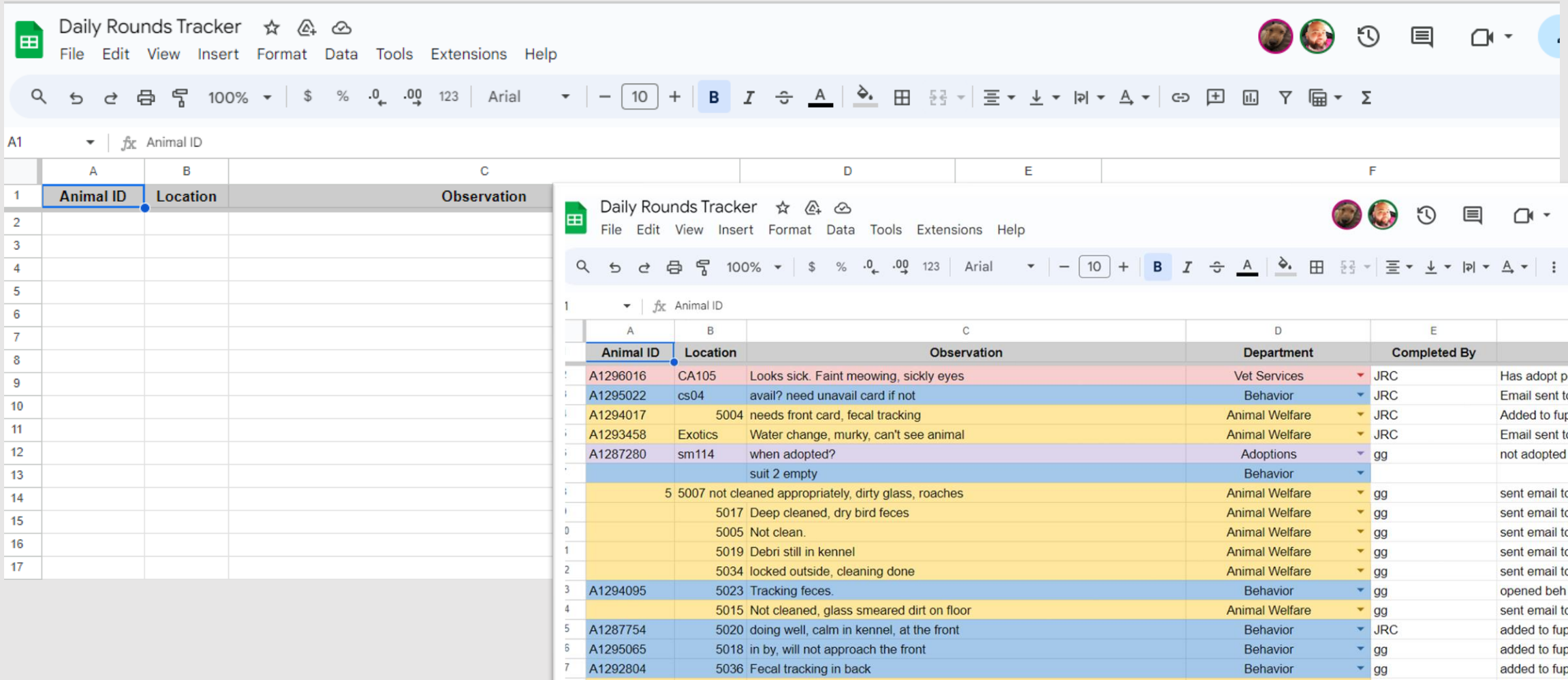
Case #

DAILY OBSERVATION SHEET

Note your observations by writing your initials in the appropriate boxes below.

Date														
Time	**AM**	**PM**	**AM**	**PM**	**AM**	**PM**	**AM**	**PM**	**AM**	**PM**	**AM**	**PM**	**AM**	**PM**
APPETITE DRY														
Normal														
Nibbling														
Not eating														
APPETITE WET														
Normal														
Nibbling														
Not eating														
STOOLS														
Formed														
Diarrhea														
Bloody														
None														
URINE														
Normal														
Excessive														
Bloody														
Straining														
None														
VOMITING														
None														
Food														
Bile														
Hairball														
Other:														
COUGHING														
Yes														
No														
SNEEZING														
Yes														
No														
NASAL DISCHARGE														
None														
Clear														
Cloudy/Opaque/Green/Yellow														
Blood														
EYES														
Clear														
Pus/mucus														
Red/irritated														
Swollen														
BEHAVIOR														
Friendly														
Scared/shy														
Listless/depressed														
Aggressive or Feral														
Urine outside litterbox														
Stool outside litterbox														
Notes:														

PAPER VS. SHARED ELECTRONIC

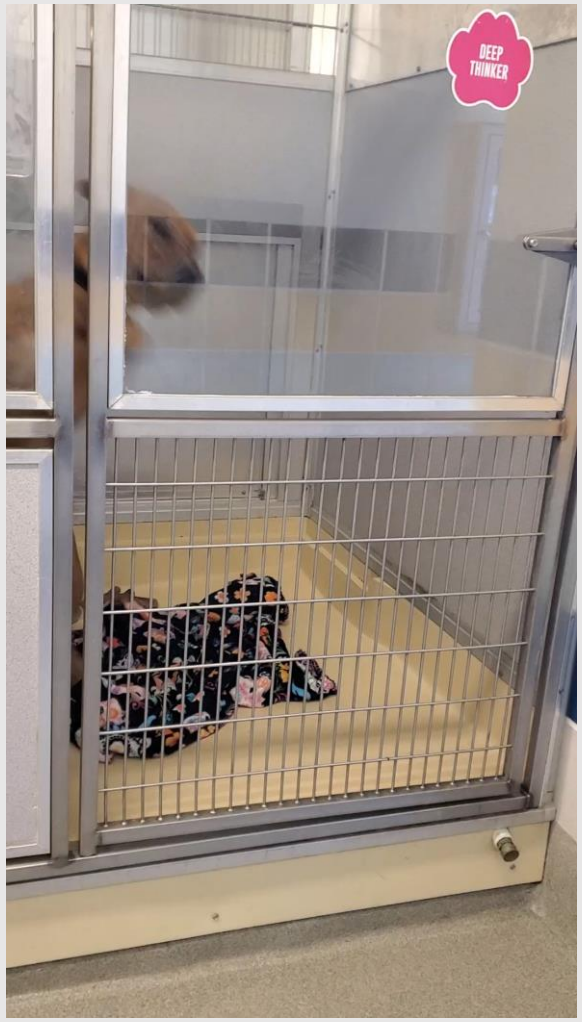


MEDICAL ACTION ITEMS

- Urgent: signs of infectious disease in general population
- Late intake vaccines or booster doses
- Appetite, eliminations on individuals
- Add an observation sheet to the kennel or alert care staff to monitor
- Vet check

BEHAVIOR ACTION ITEMS

- Signs of kennel stress
  - Prioritize for enrichment
  - Highlight for foster care
- Needs a behavior modification plan
- Shy dog that needs a desensitization and counter conditioning plan



ANIMAL CARE ACTION ITEMS

- Kennel set up
  - Hide boxes, perches, scratching pad for cats
  - Food and water – available, placement in the kennel
  - Beds and bedding for dogs
- In-kennel enrichment
- Complete and updated kennel cards
- Kennel safety concerns

FLOW ACTION ITEMS

- Prolonged stays in holding area
- Highly adoptable pets not visible to public
- Adequate open kennel space for expected intake
- Bottlenecks (ex. adopted animals waiting on spay/neuter)

OUTCOMES ACTION ITEMS

- Behavior animals that could benefit from foster care
- Harder-to-adopt or behavioral decline – need a marketing push
- Breeds to highlight for transfer
- Identify animals for upcoming transport

ROUNDS BENEFITS THE HUMANS, TOO!

- Can likely replace something you're already doing
- Allows teams to work more **collaboratively**
- Direct communication is more **efficient**

BE PROACTIVE!

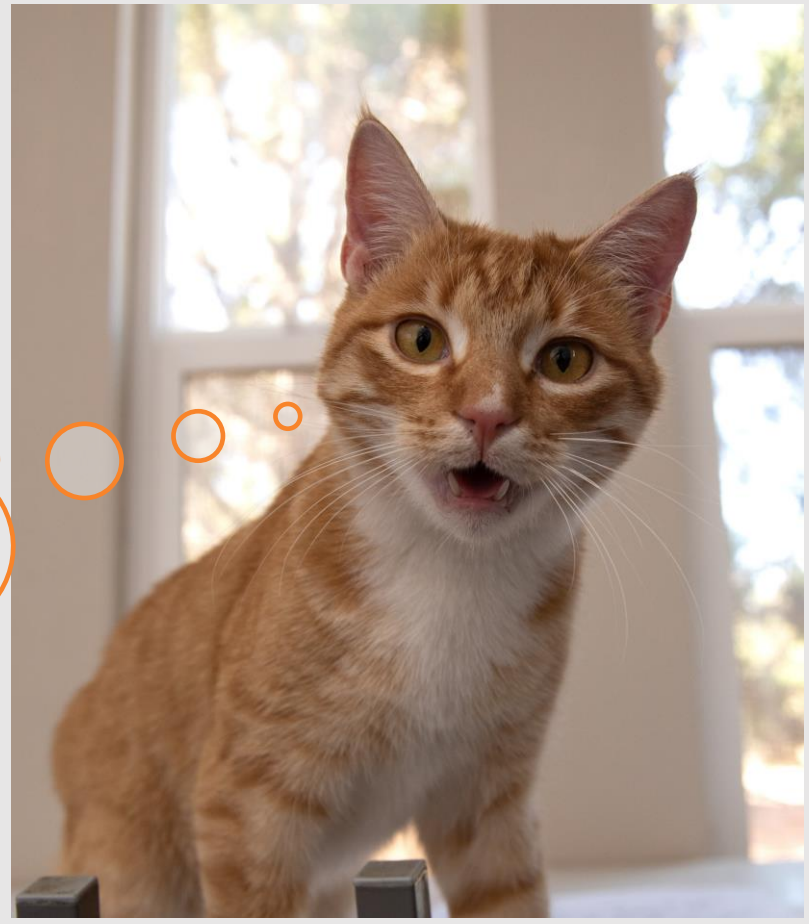
IN SUMMARY

- Rounds ensure **clear pathways** and **expedited outcomes**
- Entire population is **regularly** assessed by **knowledgeable** personnel with decision-making authority.
- Consistency is **key**.
- Rounds builds **efficient** and **collaborative** teams.
- Length of stay decreases and lifesaving capacity increases!

YES, WE HEAR YOU…LOOKS TIME-CONSUMING AND LIKE TOO MUCH…

And initially it *is* …

Don't get discouraged!!



- **EFFICIENCY comes with time and consistency!**
- ***Then* comes lifesaving and improved quality of care!**

A PLAN FOR PRACTICAL IMPLEMENTATION

GETTING STARTED

Define the core group
- 3-5 people
- Consistent!

Everyone watches the training

Repeat! Get good at it!

Then swap out people

GETTING STARTED

EXAMPLE ROTATION FOR GETTING STARTED

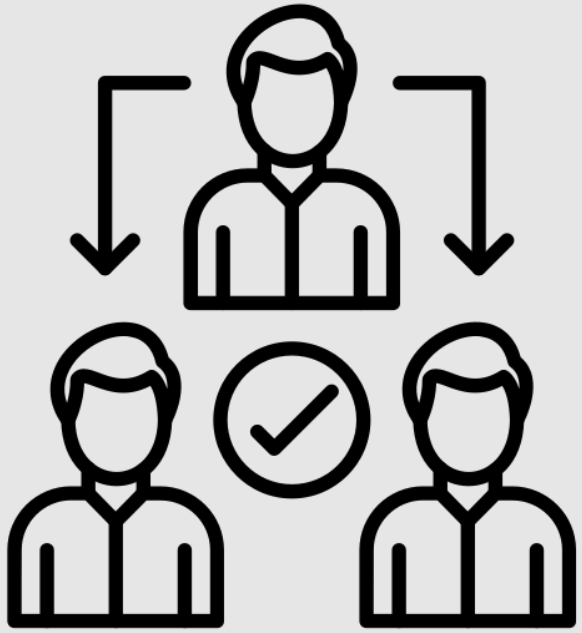
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Medical	Dr. Erin	Dr. Erin	Dr. Erin Melanie	Dr. Erin Melanie	Dr. Andrea Melanie	Dr. Andrea Melanie	Dr. Andrea Melanie
Operations	Terran	Terran	Terran	Michael	Michael	Michael	Michael
Behavior	Jason	Jason	Jason	Jason	Sam	Sam	Sam

Total: 7 people
No more than 4 per day
Stagger the swaps

OVERVIEW OF THE FIRST WEEK

- Day one:
  - Goal: ~50% of the shelter
- Day two:
  - Same people
  - The rest of the shelter
- Days 3-5:
  - Half of the shelter is reasonable
  - Aim for the whole shelter
  - Start rotating in new people from your launch group
- Debrief on day 5

DAY 1 & 2



- Goal: Half of the shelter
- Rounds: ~1-2 hours
- Daily debrief: 30 minutes
- Working through the list: 1-2 hours
  - Don't forget to delegate
  - DO start working on it
  - It's ok if you don't get through everything these first few days

DAY 1 & 2

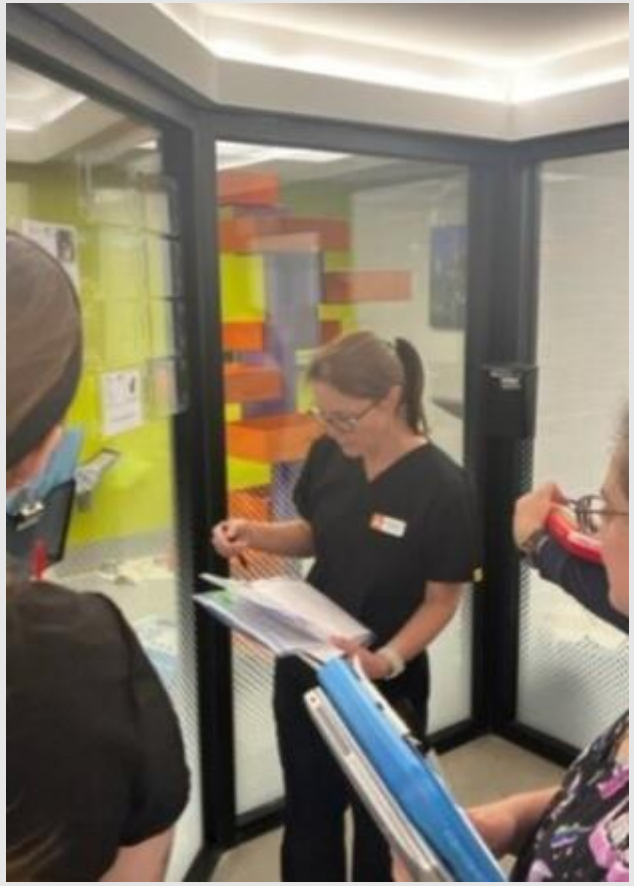
- Focus on the BIG concerns
- Checklist:
  - Medical issues impacting welfare or contagious disease
  - Behavioral welfare
  - Basic kennel needs (hide boxes, bedding, food/water accessibility)
  - Updated kennel cards and info for adopters
- Note patterns

WORKING THROUGH THE ACTION ITEM LIST

- Consider doing it in the same room for the first week
- Take note of patterns
  - Same day
  - Recurring on repeat days
- Delegate!
- It's ok if you can't get through everything
- It WILL get shorter on subsequent days
- Address the patterns, rather than individuals

DAY 3 - 5

- Some of same people, plus new members
- Don't add too much – focus on the big things and training additional members
- Try to get through entire shelter daily
- Continue to spend time with the list of action items

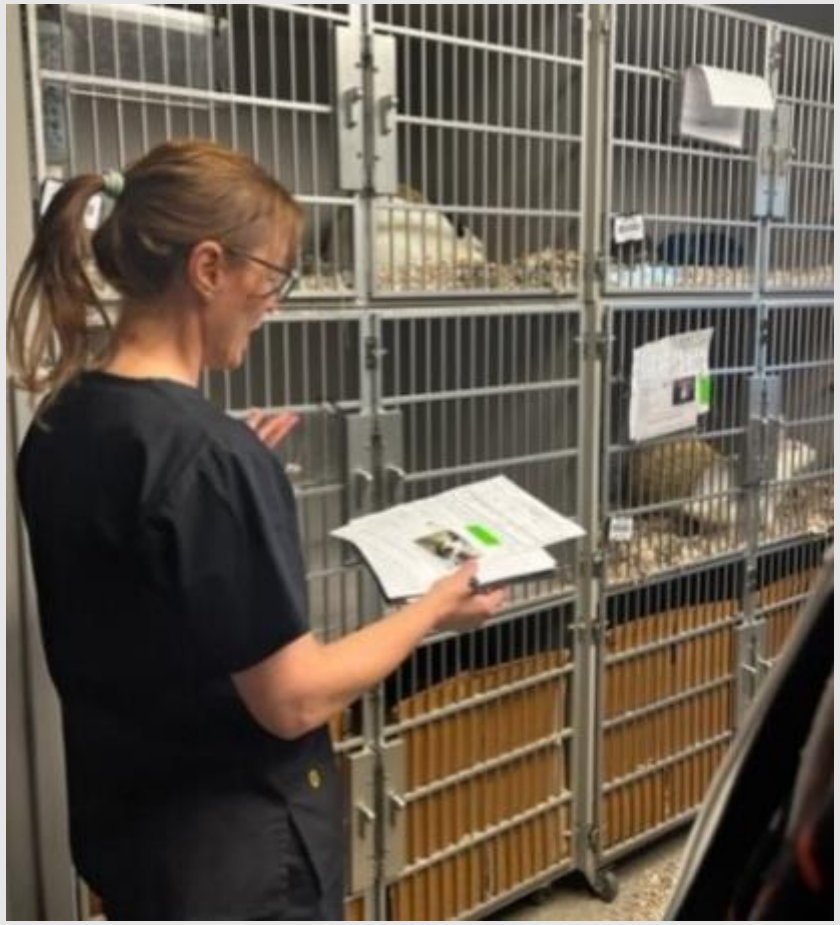


DEBRIEF ON DAY 5

- What's getting easier?
- What's still difficult? Can we determine a plan to address this?
- What positive effects are you seeing?
  - Individual animals
  - The population
  - People and teams
  - Efficient use of staff time
- Design a schedule for next week

Celebrate the wins!

WEEK 2



- Start adding more detailed items
  - Transition from absence of negative to presence of positive
- Patterns!
- Does everyone have a pathway?
- Debrief at the end of the week
- Make a long term plan

DOING IT CONSISTENTLY – NOW WHAT?

Rotate in and teach new staff

- Supervisors or team leads
- Front line staff (may need to shadow)

Add in other departments

- Marketing/social media
- Additional outcomes staff (adoption, foster, transfer)

LEVEL UP!

- Keep the old action item lists
- Review regularly
- What are the patterns? What keeps showing up?
- Track the impact!
  - What's the average LOS before and after implementing?
  - Are there other metrics?

TROUBLESHOOTING

- Taking too long
  - What discussions are happening kennel-side? Can those be moved to later?
  - No story telling!
  - Assign a “driver”
  - Hold each other accountable
  - Target: a few seconds per kennel

KEEP IT MOVING!

- Drive-by treats → yes!
- Check in with care staff → yes!
- Socializing, reminiscing → no!

TROUBLESHOOTING

- We can't fit it in with other duties
  - What can this replace?
  - Once it's working, you'll need less time to work on some of these things
- The list is too long
  - Delegate
  - Note patterns instead of individual animals
  - Schedule time on your calendar to work through the list

KENNEL CARDS THAT SUPPORT ROUNDS

- Intake date (to determine length of stay)
- Move date
- Key steps
  - Vaccination
  - Spay/neuter status
- Under treatment for medical or behavior
- Identify patterns as you perform rounds and modify your cards to support efficiency

KENNEL CARDS

THE FINAL PRODUCT

CASE STUDY

Annual intake ~10k

On-site inventory

- 600 dogs
- 100 cats
- 50 other species

Before rounds

- Poor communication
- Siloed departments, poor collaboration

BEFORE ROUNDS

Minimal interdepartmental collaboration

Inconsistent decision-making

Decisions made in a vacuum without a wholistic view of the animal or the shelter

Long lengths of stay, overcrowding

Each department conducted a walkthrough at different times

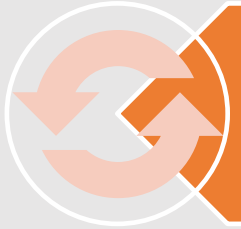
LAUNCHING ROUNDS

- First day:
  - 2 ½ hours for half of the shelter
  - > 200 action items
- Third day: 1 ½ hours for half of the shelter
- Week 2: 45 minutes for the whole shelter!!

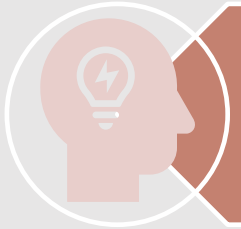
AFTER ROUNDS

- "We're making decisions *together* about individual animals"
- "The departments aren't at odds with each other anymore"
- "We're being proactive with our population instead of reactive – we can plan for the upcoming intake rather than reacting to being at capacity"
- Decrease in average length of stay
- Decrease in number of long-stay dogs

KEY POINTS



Be consistent!



Commit to making it work and to solving problems

Happier and healthier pets, happier staff, more lifesaving!!

RACE CE CREDIT

- Visit **tinyurl.com/BestFriendsCE** to obtain your CE credit.
- Complete this form within 7 days.
- Live attendance required for CE credit.
- Register for RACEtrack online CE tracking (optional).
- **Certificates will be emailed to the address you provide on the form.**

QUESTIONS? NEED HELP?

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