

Recipe for Lifesaving: Using 12 Ingredients to Reach and Exceed 95%

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Maddie's® Lifesaving Director – American
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In 1998, a 95% save rate in Austin was...



We had a 85% death rate

1998: I had no idea what was happening until....



**I vowed to do
something to stop the
killing**

But what and how???

I went to work in the way I knew how...



Almost 100,000 surgeries and 9 years later...

Austin Animal Shelter 2007 statistics:



67% of cats killed

45% of dogs killed

14,055 total killed

Imagine you were in my shoes

And ask yourself.....

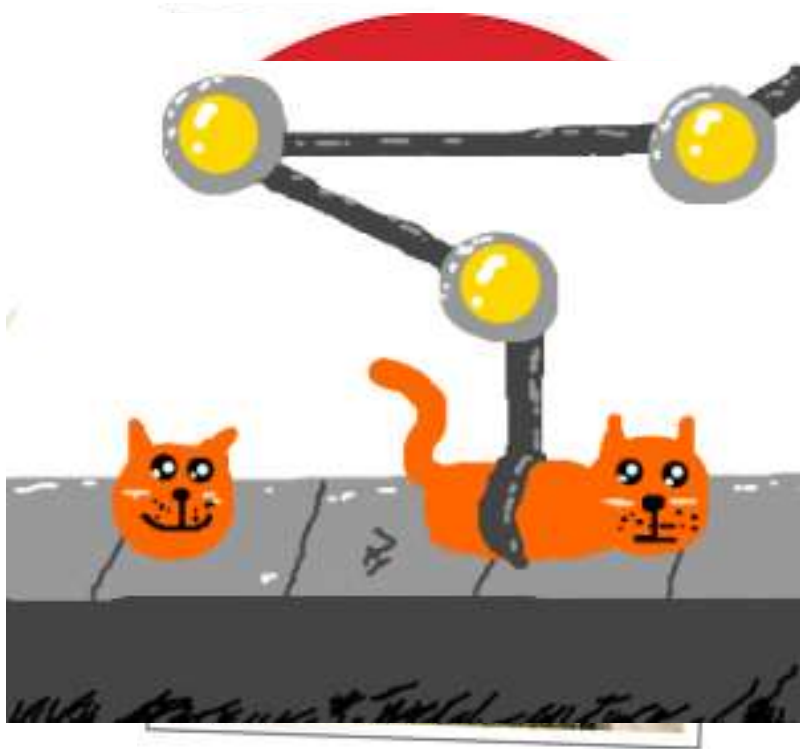
Was that decade of my life effective in reaching my goal?

What would you do next?

Lesson learned: if you want to stop the killing you have to
ACTUALLY STOP THE KILLING = FOCUS



What helped me change gears?



New Information

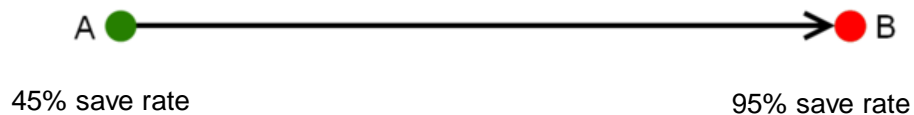
- Data
- Nathan Winograd
- Observation

Next: We needed a measurable plan:

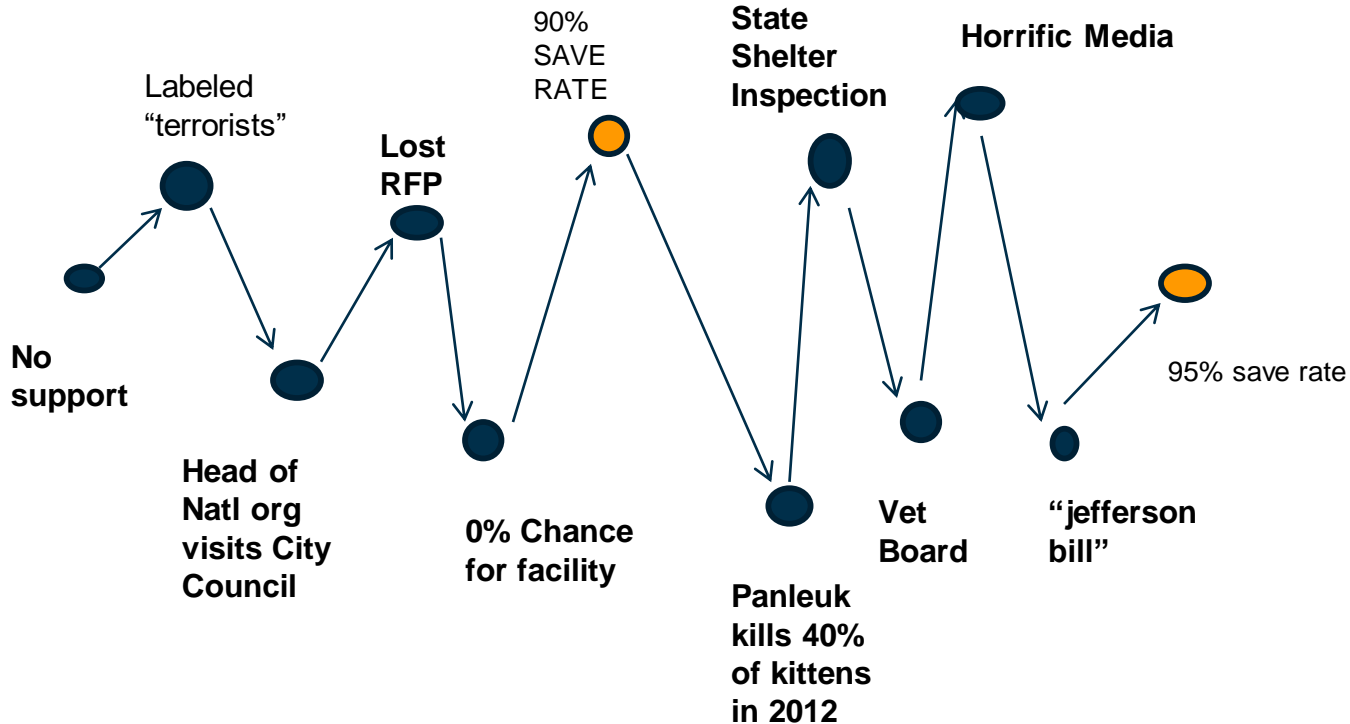
	Number of Animals Rescued by APA! from Austin Animal Center	Actual AAC Live Release Rate	AAC Live Release Rate Without APA!
FY2007	0	45%	45%
FY2008	457	55%	53%
FY2010	2974	73%	60%
FY2011	2764	89%*	73%
FY2012	4113	95%	70%

Path to Success

- It happened.



When do the obstacles convince you that you are wrong?



But here we are in 2019:

SUCCESS



Austin has been No Kill for 8 years.

There are hundreds of communities with greater than 90% live release rates.

It is not impossible, because it is happening!

What are the obstacles in the way in 2019?

If you can name it
you can fix it...



Resources

**100% depends
on People
Excelling**



Sandler Sales Training BAT Triangle

Assumptions I'm making about you....

You and your team have the “can do”, eager attitude

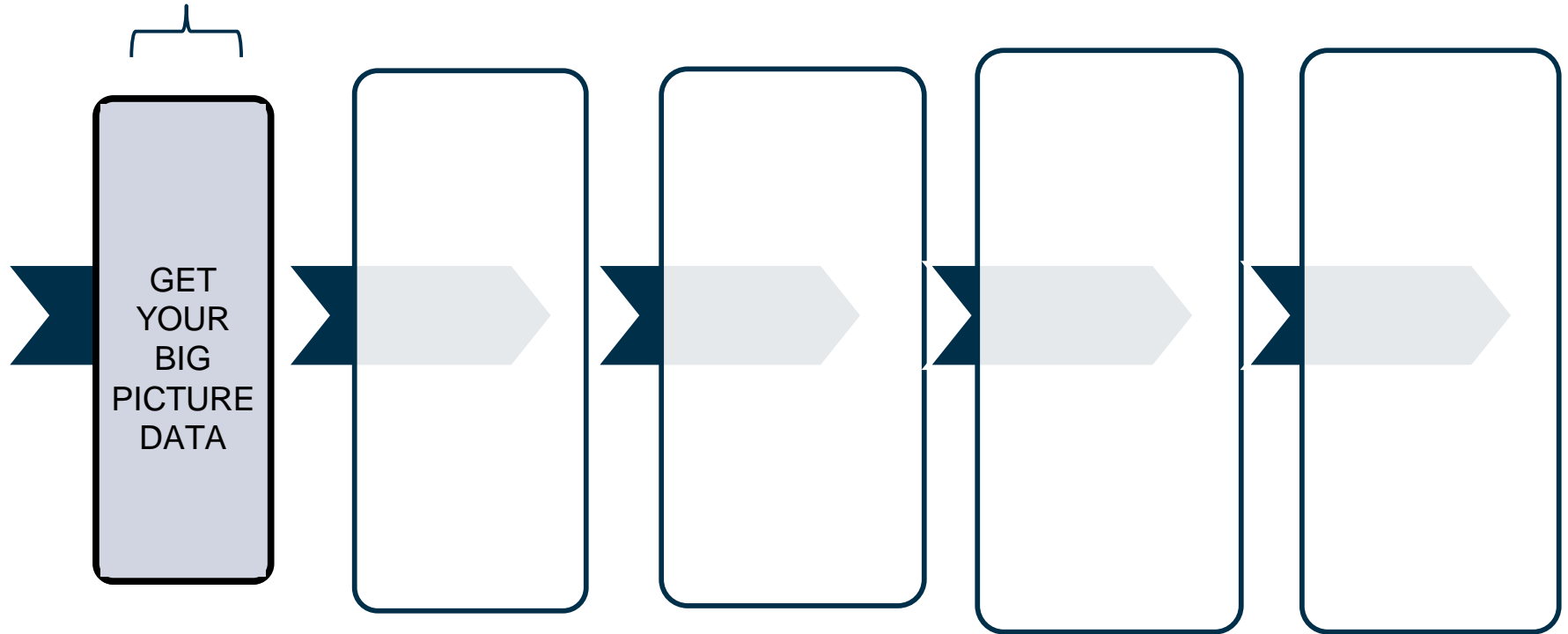
You can identify and correct the behaviors holding you back

You just need more “Know How”



Lifesaving Recipe Starting Point

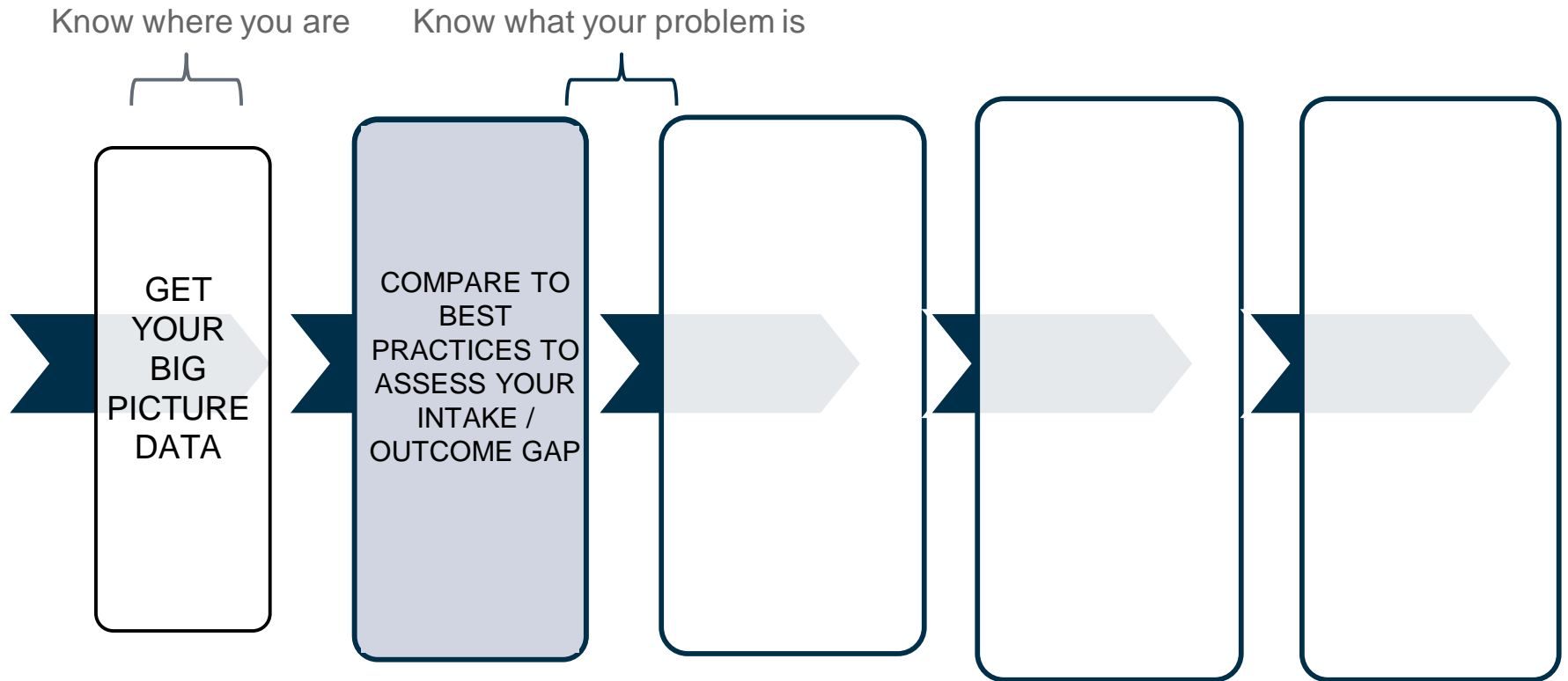
Know where you are now



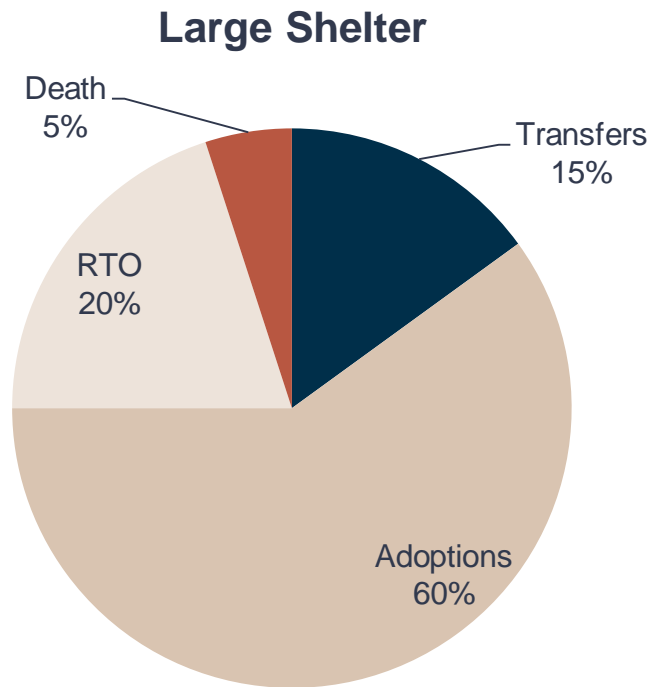
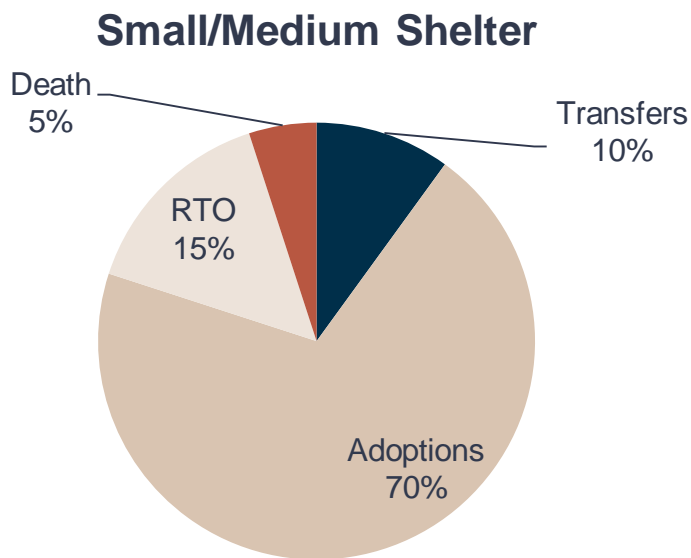
Get Your Big Picture Data



Lifesaving Recipe Step 2

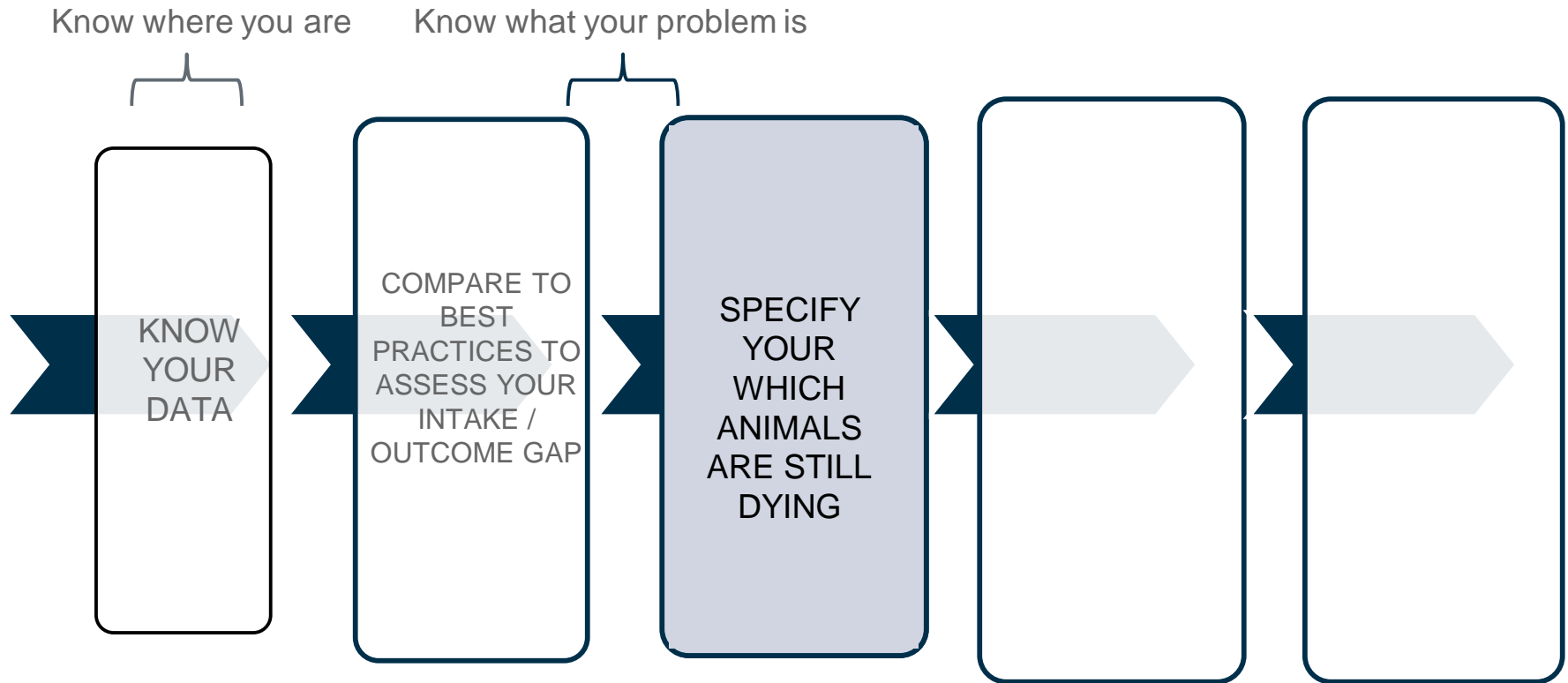


Compare YOUR DATA to Best Practice Outcomes



*Based on shelters performing over 94% live release rate (including ORE)

Lifesaving Recipe Step 3



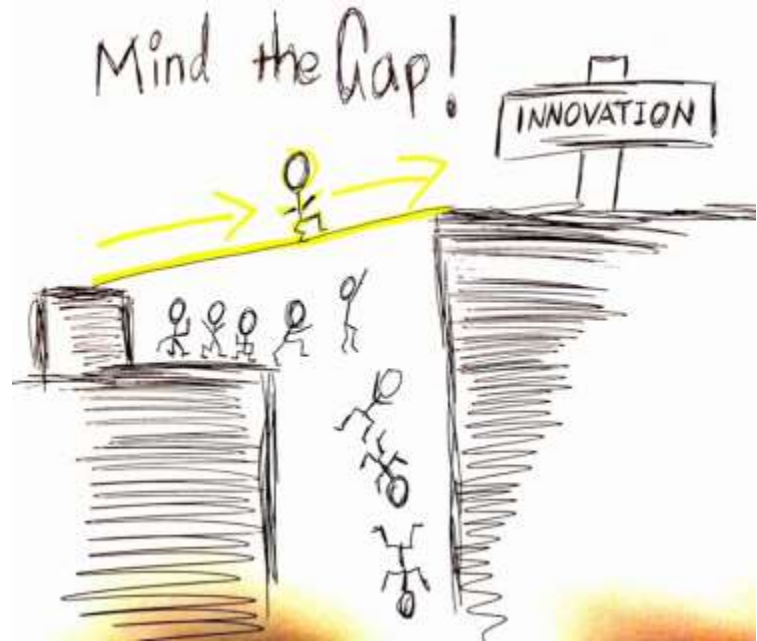
Specify your **Individual** Animal Gap:

Any animal that is currently dying that is savable

How do you know who that is exactly?



Dig deep into your data!



Take a tally!

Pick two weeks in July and 2 weeks in January

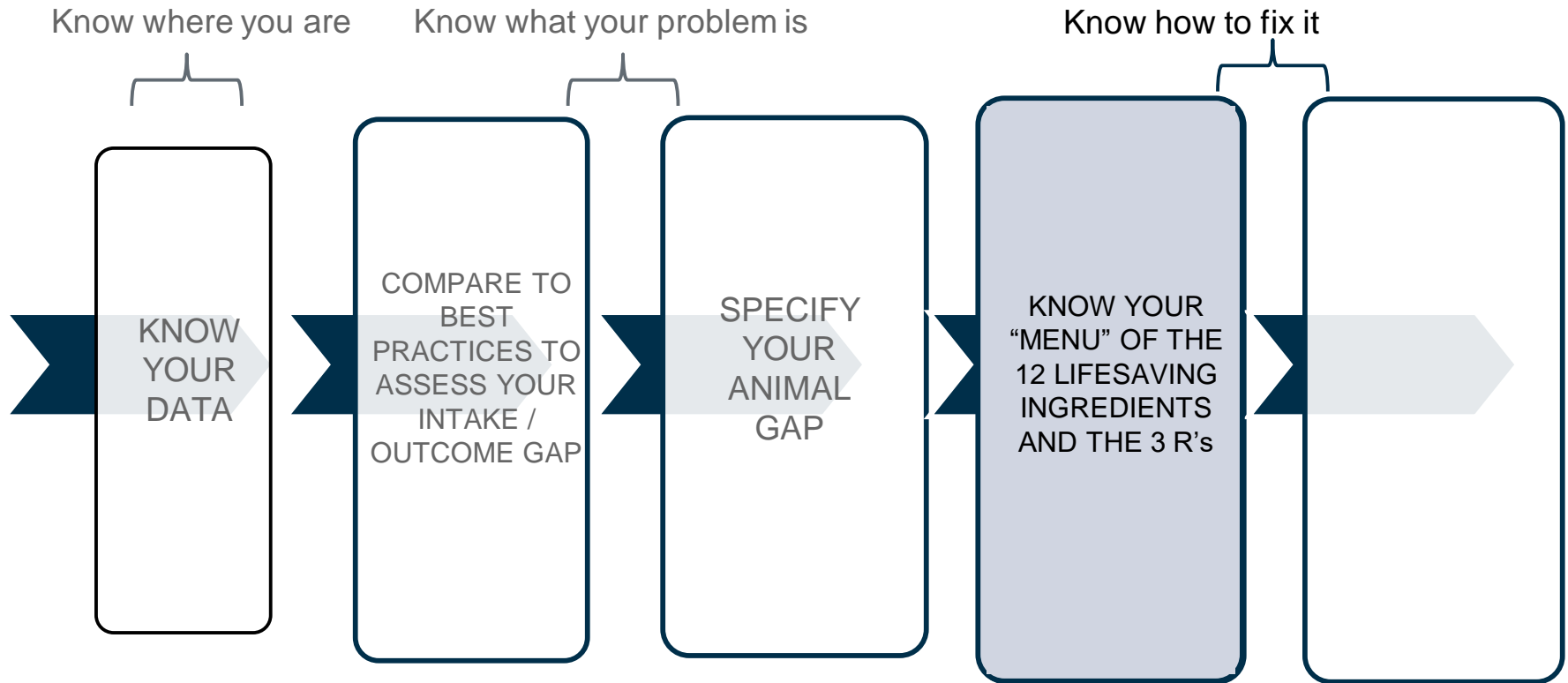
Print out EACH dead animal's full record, including medical records and outcome notes

Tally up who they are and why they died

1	I	6	IIII I
2	II	7	IIII II
3	III	8	IIII III
4	IIII	9	IIII IIII
5	IIII	10	IIII IIII

Euthanized Animals (make a tick mark for each animal in each category)	January	July
Big Dogs Euthed over 4 months old		
Kennel Cough		
Healthy		
Behavior		
All Other Dogs Euthed		
Parvo		
Distemper		
Injured/Ill (not contagious)		
Neonatal (< 7 weeks old)		
Nursing moms/puppy groups		
Small adult dogs (any reason)		
Puppies (7-16 weeks) (not captured above)		
Cats euthed over 12 weeks old (breakdown by Owner Surrender and Stray Intake)		
Healthy		
URI/Calici/Contagious bodily fluids		
Ringworm		
Injured / Ill (not contagious)		
fractious		
Kittens euthed 0-7 weeks (if more than 1,000, break out 0-3 weeks and 4-7 weeks)		
0-3 weeks		
4-7 weeks		

Lifesaving Recipe Step 4

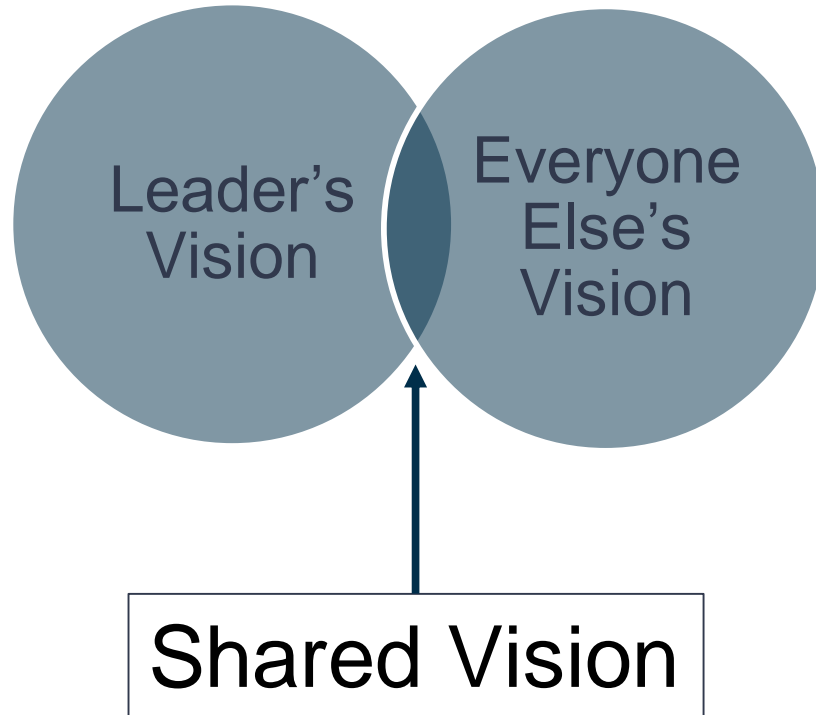


12 Lifesaving Ingredients

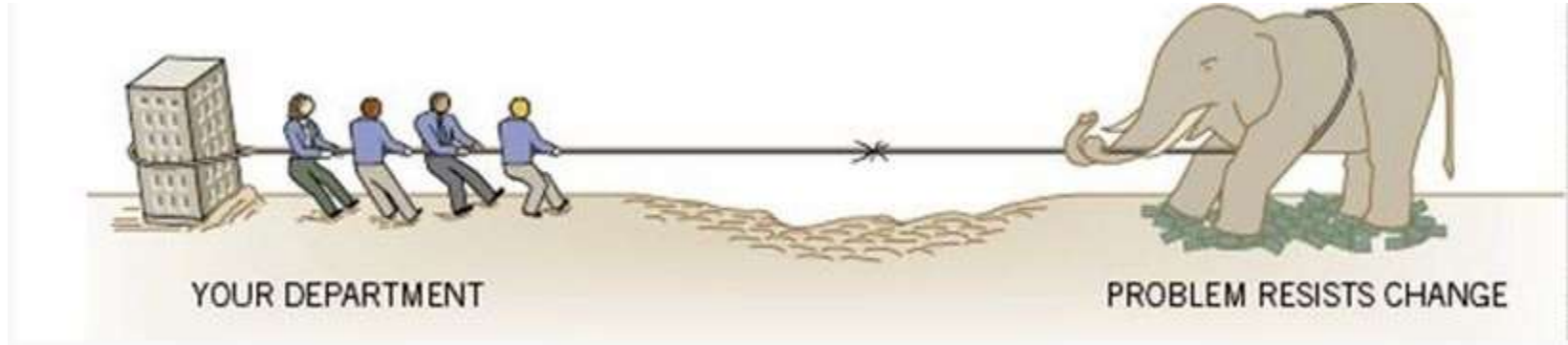
1. Lifesaving Vision
2. Population-Based Foster Program
3. Progressive Adoption Policies
4. Sheltered Community Cats Programs
5. Intake Diversion
6. Progressive Return-to-Owner Policies
7. Large Scale Transfer / Transport Programs
8. Disease Prevention
9. Make Animals Available Immediately
10. Targeted Safety Net Programs
11. Appropriate Capacity for Large Adult Dogs
12. Euthanasia List Scrutiny and Sharing



1. Lifesaving Vision



Lifesaving Vision- what is it and why is this important?



Making reaching 95% a priority in your community and instituting a culture of lifesaving in your organization.

Lifesaving Vision –HOW do you make it a priority?

COMMUNICATION!

COMMUNICATION TOOLS

Vision Statement of where your organization is going by when

Monthly or Annual Report displayed on website showing progress to Vision

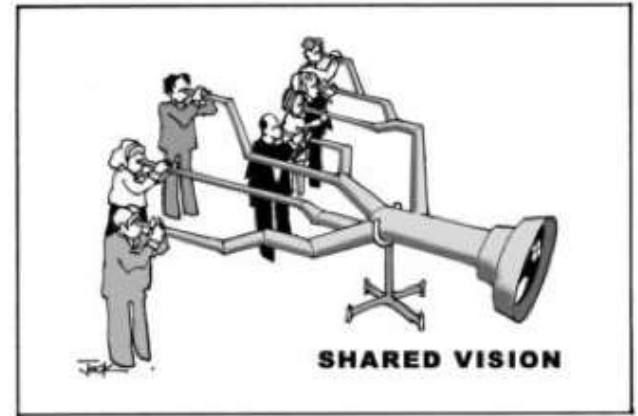
Tie lifesaving into overall city strategic planning, etc.

Organizational Core Values that Include Innovation and Lifesaving Vision

Monthly communication publicly about what you need to get there

No Kill City Council Approved Resolution

Workplace Culture Agreement



This doesn't happen by accident

2. Population-Based Foster Program

What is the current point of your foster program?

- Give animals a break from shelter
- Provide better care
- Meet public expectations

The point really should be:

- Provide enough cages to have enough space to save them all



Most Foster Programs

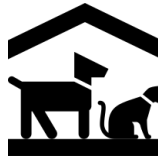
This is what is happening all over America



Your foster
program size



Everyone's
foster
program size



Everyone's
foster
program size



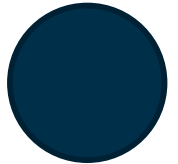
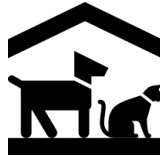
Everyone's
foster
program size



Everyone's
foster
program size

Population-Based Foster Programs

INSTEAD YOU WOULD SEE:



Population-Based Foster Program - Calculation Example

Dogs

Equation: Total dog intake per year X 0.03 = dogs that should be in foster on any given day

Example: 10,000 X 0.03 = 300 dogs in foster on any given day

Cats

Equation: Total cat intake per year X 0.08 = cats that should be in foster on any given day

Example: 5,000 X 0.08 = 400 cats in foster on any given day

Population Based Foster Program Metrics

How do you make sure this is working:

Measure the program success through Key Performance Indicators (KPI)

of animals in foster per year and at a time

of days to get into foster from shelter

of homes recruited per month

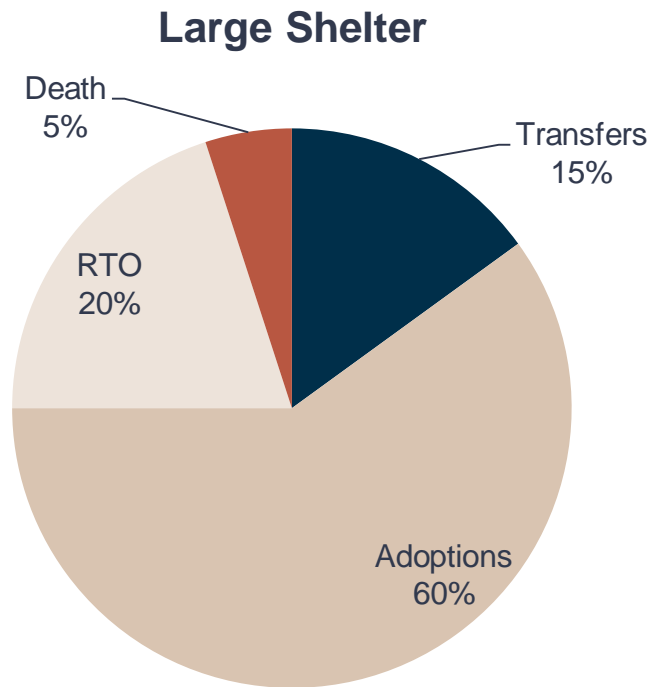
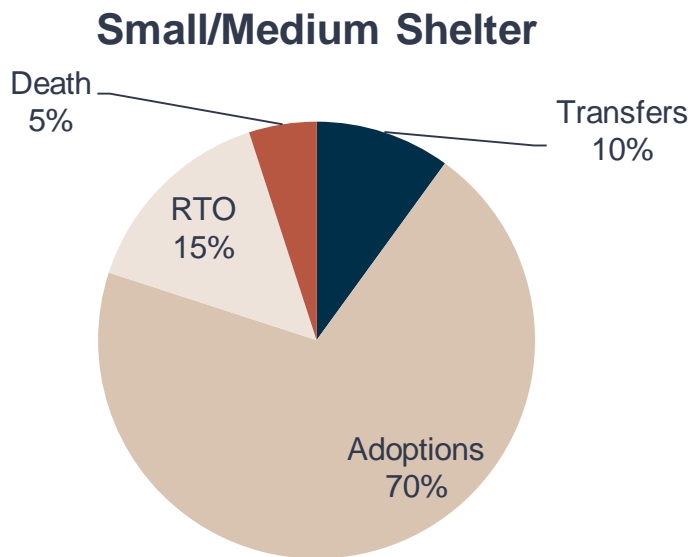
of homes retained and recycled for more pets



3. Progressive Adoption Policies



Progressive Adoption Policies



*Based on shelters performing over 94% live release rate (including ORE)

Progressive Adoption Goal Calculation

Dogs

Equation: $\text{Monthly Dog Intake} \times 0.7 = \text{Monthly Dog Adoption Goal}$

Example: $600 \text{ dogs intake in June} \times 0.7 = 420 \text{ dog adoptions}$

Cats

Equation: $\text{Monthly Cat Intake (cats over 8 weeks)} + \text{Kitten intake from month prior (kittens under 8 weeks)} \times 0.7 = \text{Monthly Cat Adoption} + \text{SNR Goal}$

Example: $250 \text{ cats intake in June} + 300 \text{ neonatal kittens in May} \times 0.7 = 385 \text{ cat adoptions or SNR}$

Progressive Adoption Policies KPI

KPI's

of adoptions per day

of line drop outs

Visitor satisfaction survey results

of adopters visiting shelter or online

If a metric is telling you something is not meeting a goal, there needs to be a reaction to right the ship long before euthanasia is considered.



4. Sheltered Community Cats Program Goal Calculation

You **don't** have enough Sheltered Community Cat Programming if you have:

>10% of cats over 8 weeks dying in the shelter



Sheltered Community Cat Program KPI

KPI's

of cats tagged for this program vs # in shelter

of spay/neuter per day for these cats
(should equal the number who need it)

of days between intake and release

of cats euthanized over 8 weeks of age



5. Intake Diversion



Intake Diversion Goal and KPI

GOAL:

KPI's

Small community: $0.025 \times$ people population

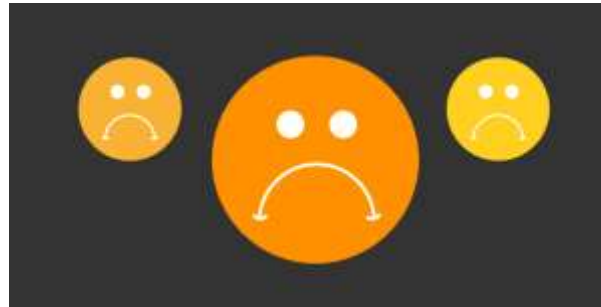
and % of Return in Fields

Large community: $0.014 \times$ people populations

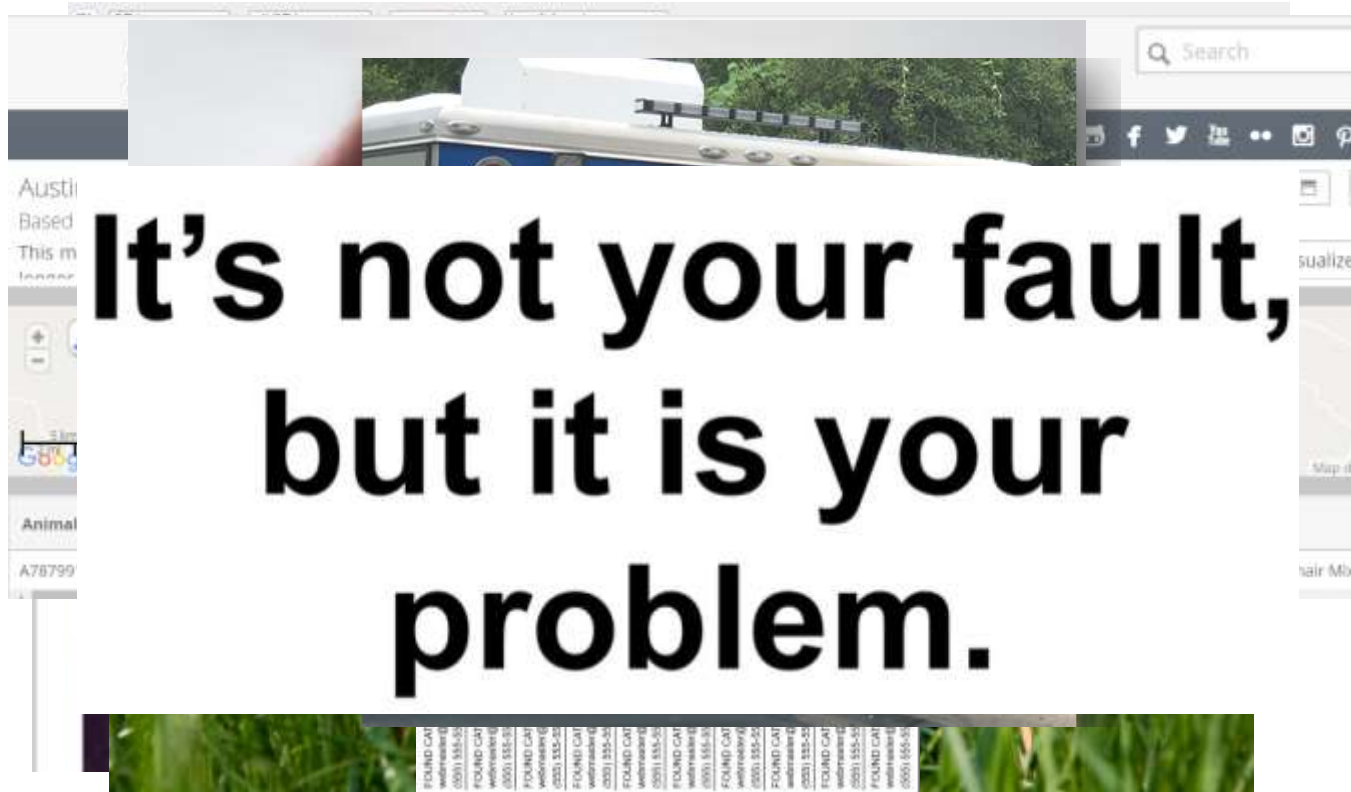
of people helped who didn't drop off

45% of all myths about human behavior are due to poor customer service at agencies

of animals in foster for stray hold or while vaccines kick in who then don't come in



6. Progressive Return to Owner Policies



Progressive RTO Goal and KPI

Goal- 15-20% of total intake

KPI:

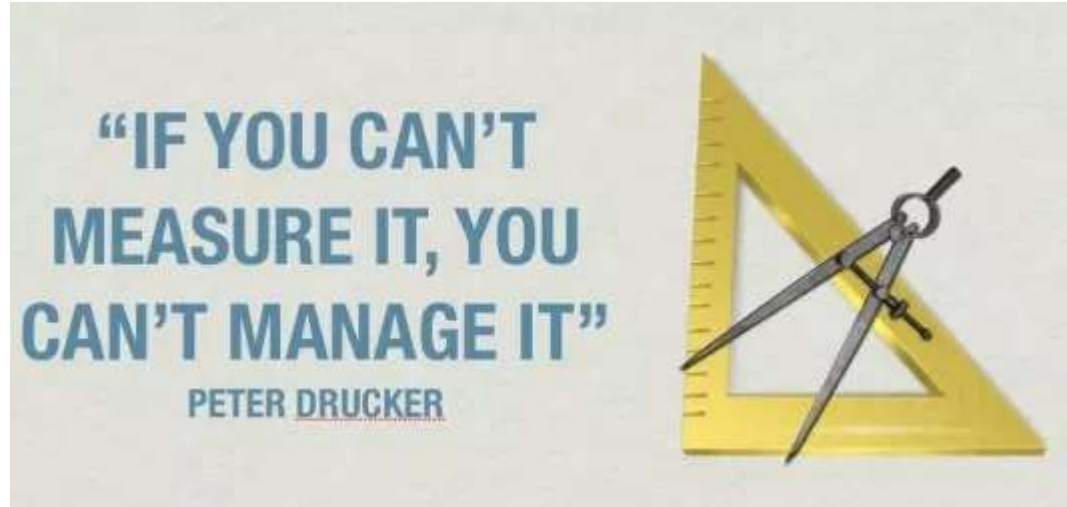
pets that are placed on other websites

of animals with signs left after field pick up

of calls placed per pet

of officer “free drive homes”

of people who don’t reclaim after contact



7. Large Scale Transfer or Transport Programs



- Goal: 10-15% of total outcomes

KPI's

- # of Pleas for % of animals
 - Response time
- # of days from plea to outcome
- # agreements with partners
- # euthanized animals



8. Disease Prevention



Don't let this happen on your watch....

- When you decrease euthanasia, your bad practices get exposed
- Fix them
- 72 hour intake flow

Disease Prevention KPIs

Goal: Close to zero animals die of contagious disease

KPIs

of animals died or euthanized for URI, Parvo, Panleuk, distemper, ringworm

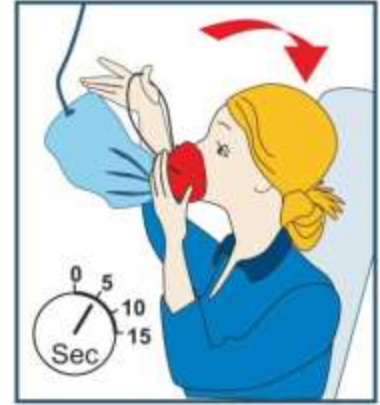
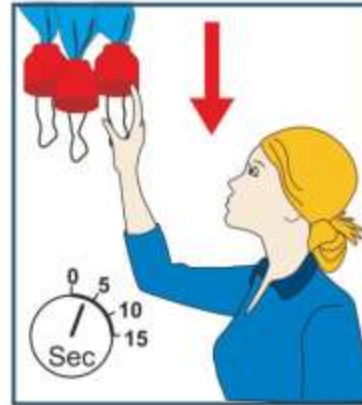
of animals not getting vaccinated before intake

of complaints from adopters, fosters, and partners



9. Immediate Make Ready

- GOAL: No unnecessary hold times
 - # of days until photo, video, bio up on website from intake
 - # of days from intake until rescue plea sent
 - # of days from tag to pick up
 - # of days from adoption interest to pick up
 - # of days on hold for spay/neuter



10. Targeted Safety Net Programs

Goal: No vulnerable animal euthanized for space

Build safety net for each group beyond normal programming:

- # of Neonatal kittens dead
- # of Ringworm cats dead
- # of Parvo dogs dead
- # of Severe medical dead
- # of Behavior dogs or cats dead
- # of Feline Leukemia dead



11. Appropriate Capacity for Large Adult Dogs

3 intentional bu



Appropriate Capacity for Large Adult Dogs

Goal: no large dog dies unless the animal is suffering interminable pain or is so aggressive everyone is at risk today

KPIs

of large dogs dying for URI, behavior, injury, etc

of large dog adoptions per day (look at marketing too)

of large dog in foster and sent to foster per week (>35% of total dogs in foster is best practice)

of times large dogs get out of kennel each day (at least 2x is best practice)- walks or playgroup

of enrichment items per day



Appropriate Capacity for Large Adult Dogs

No Kill Best Practice:

1 kennel per 25 dogs taken in

or

1 kennel per 40 dogs taken in if doubled
(assuming not all are doubled)

- Assumes foster, adoption, and transfer program in place



12. Euthanasia List Scrutiny and Sharing



The screenshot shows a Facebook post from the page "SAPA Urgents & Adoptables". The post features a photo of a small, light-brown dog named Squirt, wearing a blue collared shirt and a striped tie. The dog is being held by a person whose hands are visible. The text of the post reads: "Today's Dogs & Pups @ The 151/ACS Campus URGENT for 9:30am!" followed by "in Today's Dogs & Pups @ The 151/ACS Campus URGENT for 9:30am!". Below the photo, the dog's name "Squirt" and ID "515447" are displayed. The post text continues: "515447 Squirt wants to be adopted just like his other two siblings. He is super cute and friendly! He loves people and wants to play with you all day! Will you make him happy by giving him a forever home? Squirt is around 2 months old, weighs 11 lbs, and is neutered." It then states: "**PAST DEADLINE! This dog is in the TRANSITION KENNELS and MOST at risk of release when space is needed at 9:30am Mon-Sat, and again... See More — in San Antonio, Texas". The post has 13 likes, 10 comments, and 31 shares. At the bottom of the screenshot, there is a red text overlay that reads: "Services Office staff who are making euthanasia recommendations, seeking euthanasia approval and/or are administering euthanasia for animals within the care of the Animal Services Office (ASO)."

Today's Dogs & Pups @ The 151/ACS Campus URGENT for 9:30am!

in Today's Dogs & Pups @ The 151/ACS Campus URGENT for 9:30am!

Squirt 515447

SAPA Urgents & Adoptables

Page Liked · 14 hrs

515447 Squirt wants to be adopted just like his other two siblings. He is super cute and friendly! He loves people and wants to play with you all day! Will you make him happy by giving him a forever home? Squirt is around 2 months old, weighs 11 lbs, and is neutered.

**PAST DEADLINE! This dog is in the TRANSITION KENNELS and MOST at risk of release when space is needed at 9:30am Mon-Sat, and again... See More — in San Antonio, Texas

13 · 10 Comments · 31 Shares

Like Comment Share

Oldest

Services Office staff who are making euthanasia recommendations, seeking euthanasia approval and/or are administering euthanasia for animals within the care of the Animal Services Office (ASO).

Euthanasia Scrutiny and Sharing KPI

Goal: Zero animals dead that do not need to be and less than 5% of total outcomes

KPI's

- # of animals dead without express permission from director
- # of animals dead at other vet clinics
- # of animals euthed in field
- # of animal died in kennel/care
- # of animals dead that were not plead to rescue

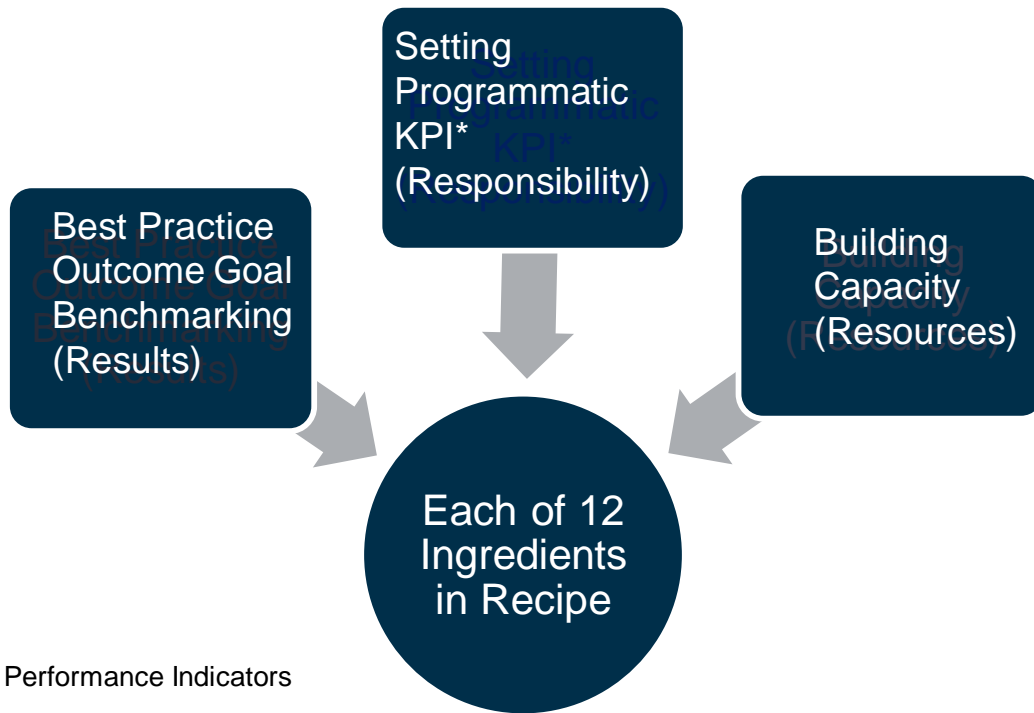


Review: The 12 Lifesaving Ingredients

1. Lifesaving Vision
2. Population-Based Foster Program
3. Progressive Adoption Policies
4. Sheltered Community Cats
5. Intake Diversion
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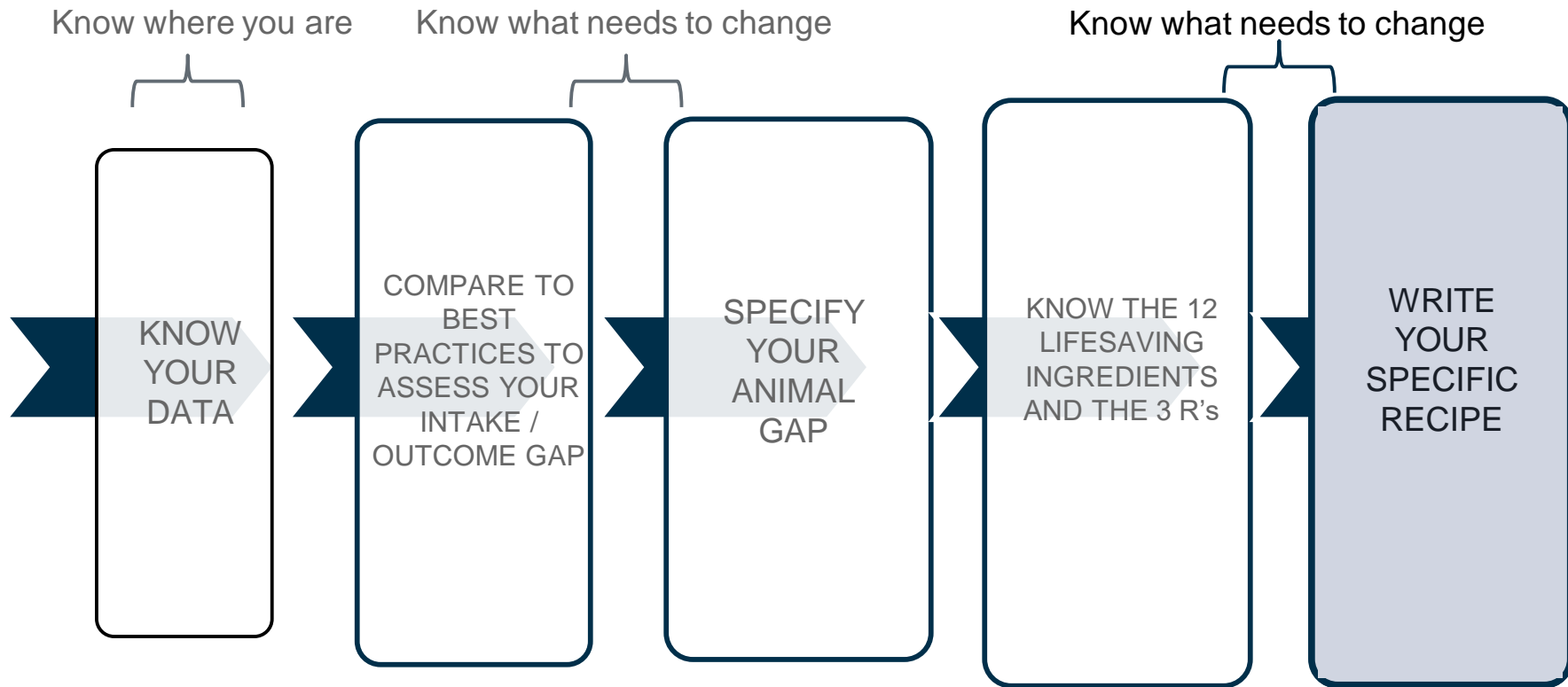


Each Ingredient Must Account for Each of the 3 “R’s”



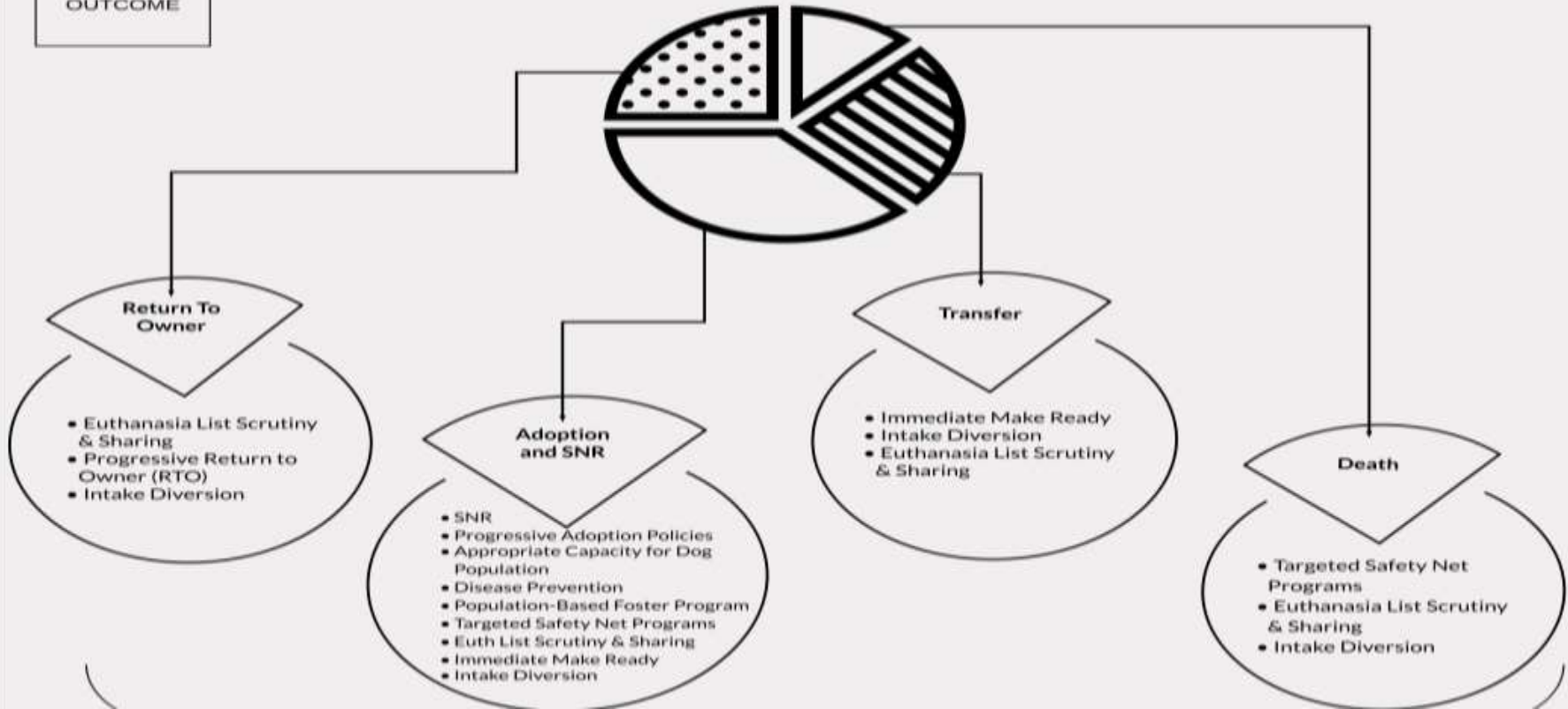
*Key Performance Indicators

Thinking Your Way to No Kill



Program Needs By Outcome Type

INGREDIENTS
BY
OUTCOME



Write Your Specific Recipe:

If you are at 50% Save Rate -start with 4 Ingredients
(get out the volume)

1. Lifesaving Vision
2. Population-Based Foster Program
3. **Progressive Adoption Policies**
4. **Sheltered Community Cats**
5. Intake Diversion
6. Progressive Return-to-Owner Policies
7. **Large Scale Transfer / Transport Programs**
8. **Disease Prevention**
9. Immediate Make Ready
10. Targeted Safety Net Programs
11. Appropriate Capacity for Large Adult Dogs
12. Euthanasia List Scrutiny and

Write Your Specific Recipe:

If you are at 80% Save Rate -start with 4 Ingredients
(hone in on the harder animals)

1. **Lifesaving Vision**
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12. **Euthanasia List Scrutiny and Sharing**

In 2028, what do you want to see in your rearview mirror?

1. Mediocre progress?
2. Lifesaving?



Just Start Now.





For more information about American Pets Alive!, visit americanpetsalive.org.