

Progress Report: Team Shelter USA Best Practice Implementation

January 11, 2019

Recent Updates:

- All pets (including those on stray holds) are now viewable to the public and transfer partners. (Completed Dec. 21)
- Discontinued the practice of checking landlord status. (Completed Dec. 21)
- Using appropriate cages in large cat adoption room. (Completed Dec. 21)
- Rabies vaccines provided to all adopted pets before leaving the Animal Resource Center (Completed Dec. 18).
- Under Team Shelter USA's "Shelter Medicine and Surgery" recommendations:
 - The Animal Resource Center has installed a system to alert the medical team about a pet in need and if emergency care is needed. (Completed Dec. 21)
 - All pets appearing to be in pain, or at risk for pain, are treated immediately, and we've ordered Gabapentin for broader pain relief to replace the controlled substance Tramadol. (Bupernex and Morphine will be ordered in early 2019.)
 - Antibiotic use for early upper respiratory infection in cats has been discontinued, as Team Shelter USA advised, due to the ineffectiveness in treating URI. (Completed Jan. 4)
 - As of Jan. 7, secured the use of a digital x-ray machine with Sinclair Community College
 - Discontinued allowing veterinary students doing spay-neuter surgery until program is at capacity (as of mid-November – ARC hasn't had students since then). Veterinary students are allowed to assist in prepping/surgery/recovery of patients.
 - Updating parvo treatment and testing policy to ensure all pets with parvo are given opportunity to have access to care and treatment.
- The Animal Resource Center has registered for the Kong Shelter Donation program and the Kuranda bed shelter donation program for enrichment supplies.
- Per Team Shelter USA's suggestion, cage banks now used in the cat adoption room instead of roaming (to prevent "bullying").
- Accelerated hydrogen peroxide has been ordered as of Jan. 8, which will fulfill many sanitation recommendations.
- Rescue Coordinator starting Jan. 26. New position will be central to implementing several Team Shelter USA recommendations, including adding Behavior/Enrichment Coordinators and ensuring enrichment for all pets, helping pet owners find alternative solutions to pet surrender, creating a Good Samaritan Foster Care Program, alternatives for the discontinuation of the SAFE PETs program (where we take in pets displaced by fires, family living situations, etc), and other initiatives.

From Previous Update on Dec. 23, 2018:

- The Montgomery County Animal Resource Center terminated cat control agreements with municipalities in favor of working with communities to implement effective Return to Field (RTF) programs (defined as spay/neuter/ear tip/rabies vaccine and return to original location). As a result of this approach, municipalities with successful program were able to share experiences and advice with other municipalities, and some have begun working directly with partner agencies (e.g., SICSA) to put new RTF programs in place.
- On Dec. 14, new Euthanasia Policy took effect immediately. All cases where euthanasia of any animal is being considered must be authorized by both (a) immediate/on-call supervisor and (b) the Director of the Animal Resource Center.

Update on 30 Emergency Action Steps

On November 30, 2018, Team Shelter USA issued a memorandum to the Montgomery County Administrator identifying 30 Emergency Action Steps that the Animal Resource Center (ARC) could undertake to begin shelter improvements prior to the issuance of its final report. Below is a progress report on those 30 Emergency Action Steps.

Action Item	Status	Additional Details
1. Appoint outside coordinator to provide daily communication for all staff and volunteers regarding changes in protocol.	Complete	On Dec. 10, 2018, Bob Gruhl was installed as Interim Director. Additional position was created to coordinate Team Shelter USA recommendations and will report directly to Director.
2. Ensure staff and volunteers view Dr. Pizano's Best Practice presentation from November 27.	In progress	All staff has viewed except new hires.
3. Reclass vacant ACO position to cover an additional technician	Completed	Veterinary Technician - Animal Resource Center (PCN 11000374) position is posted.
4. Fast track filling vacant positions.	Completed	Completed, but ongoing with new positions. Management team developing position descriptions.
5. Request audit of Fatal Plus controlled substance use and reconciliation, per DEA guidelines	In progress	
6. Fix Walk-in Freezer	Completed	
7. Ensure enough staff to clean and feed all shelter pets by 10:00 a.m. and spot clean throughout the day	In Progress	The ARC has enlisted the help of a Temporary Employment Agency (6 kennel temps, 1 clerical temp, 1 clinic temp) until full-time employees can be hired and trained.
8. Conduct daily inventory to ensure all pets are accounted for and reconcile any issues.	Completed	

9. Feed all animals 2x/day: (a) Canines – mix of canned and dry (b) Felines – dry all day, canned twice daily	In Progress	Both canines and felines are fed dry foods, which is best for dental and overall health. Protocol development is underway to incorporate wet food into all pet diets.
10. Ask Good Samaritans to foster instead of leaving litters of kittens/puppies, provide vaccines and schedule spay/neuter appointment at date of anticipated weight	In Progress	Foster program development and implementation will be launched by the Outreach Coordinator once that individual is onboarded. The ARC anticipates to have said individual on site and developing this program within the next three to four weeks.
11. (a) Discontinue Safe Pet program and (b) refer to SICSA and Humane Society	(a) Completed (b) In Progress	Discontinued Safe Pet program effective Dec. 4, 2018. Working with SICSA and the Humane Society to develop new protocol.
12. Ensure on intake: (a) Canines – booster and kennel cough (b) Felines - booster (c) Each pet receives Strongid dewormer (discontinue fecal tests unless medical concern)	Completed	
13. Take pictures and auto post every pet on intake to website, PetHarbor, etc. (exception of court cases)	In Progress	All pictures with animal information (exception of court cases) are auto-posted to PetHarbor. We've embedded PetHarbor adoptables page into current ARC web page. New ARC website in development, slated for February release.
14. Create Daily Rounds System to ensure each pet has a plan of action/follow up each day towards a live outcome. Team should include staff from: (a) Enforcement (b) Medical (c) Shelter manager (d) Rescue coordinator (when hired)	In Progress	Implemented daily rounds for all animals. At this time, not enough capacity to implement full " <i>Team Rounds</i> " approach, but this should be fully realized with hiring of additional staff.
15. Discontinue requiring veterinary physical exams prior to moving to adoptions and create system to alert vet about medical needs.	Completed	The medical team at the ARC reviews the <i>caduceus list</i> routinely to ensure what special cases might require examinations, and makes a decision to conduct an exam on a case-by-case basis.
16. Discontinue behavior temperament testing unless valid concern.	Completed	
17. (a) Use contract veterinarians and technicians to catch up on surgeries. (b) Ask Humane Society/SICSA for help with backlog and spay/neuter releases.	(a) Completed (b) In Progress	Working with Humane Society of Greater Dayton and SICSA on collective ability to help with respect to spay/neuter releases.
18. Follow up on all enforcement and SAFE cases to ensure closure for pets.	In Progress	Consulting with Team Shelter USA for advice and counsel prior to implementation.

19. Ensure each pet has a cage card in a plastic sleeve attached to their cage.	Completed	As of Jan. 4, 2019, every enclosure has a plastic cage card holder and a cage card that follows the pet.
20. Order Rescue® Accel (accelerated hydrogen peroxide) and discontinue current disinfectants.	In Progress	Ongoing procurement efforts (availability, delivery, associated materials and tools necessary to use product), then will implement new protocol.
21. Order portals for cat cages.	In Progress	Working with facilities management to retrofit current cages to accommodate portals.
22. Discontinue use of stools inside the cat cages.	Completed	
23. Work on plan to install divider doors between single enclosure runs throughout all dog holding areas.	In Progress	Conducting an assessment and working with facilities management to implement this change.
24. Allow owners looking for their lost pets when the shelter opens. If the owner does not have a driver's license, allow them to look anyway.	Completed	
25. Order rabies vaccinations and tags. Give each pet > 3 months rabies vaccination prior to leaving shelter.	In Progress	
26. Ensure adoption areas are kept full even if pets are on stray hold.	Completed	Adoption area is currently full. Protocol has been implemented to ensure that it will remain full (even with animals designated as stray holds).
27. Implement fee waived adoptions until further notice.	Completed	
28. Discontinue the practice of checking landlord status.	Completed	
29. Release pets on first come/first serve basis: (a) to adopters with a spay/neuter contract if after stray hold; (b) to adopters with a Foster-to-Adopt contract; (c) to rescue (anywhere in shelter including adoptions).	(a) In progress (b) In progress (c) Completed	Requires hiring of additional staff to fully implement.
30. Send animals home at the end of surgery day instead of holding them overnight in shelter.	In Progress	The ARC has implemented this action step in cases where animals are owned and registered. For animals in adoption process, not yet implemented.