

CPI Tracking and Outcome Report – Pet Adoptions

Project Summary Information

Department	Neighborhood Services	Date Launched	Oct. 2013	Project Status	Completed/Control (Highlight One) Open
Project Description	<ul style="list-style-type: none"> • Improve citizen interaction around the pet adoption process. • Limit the need for citations to citizens for non-compliance. • Improve the amount of time available for shelter staff to do other higher priority tasks rather than spend time on repeated follow up with citizens who adopted an animal. 				
Problem Statement	Considerable follow up is required by staff on citizens who adopted animals to ensure they have completed the sterilization and vaccination requirements for adoption. This puts the staff in a policing mode and citizens not appreciating the continual contact to ensure compliance. Non-compliance could even lead to a citation and fine.				
Customers	Citizens who adopt, citizens of the city needing animal shelter staff time				
Stakeholders	Those providing services for vaccinations and serialization, Neighborhood services employees				

Phase Updates DMAIC - (Define, Measure, Analyze, Improve, Control)

Define

Date	Action/Outcome	Comments	Action Item/ Outcome
10/6/13	Develop an As-Is Process map of the pet adoption process to establish how to improve citizen interaction around pet adoptions.		

Measure

Date	Action/Outcome	Comments	Action Item /Outcome
	Data was collected and evaluated on the number of adoptions, amount of follow up, and citations issues for non-compliance from 9/12-10/13	Some month's data was based on cases still in process and was not used.	Identify areas for improvement

Analyze

Date	Action/Outcome	Comments	Action Item/ Outcome
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	Short amount of staff time to complete adoption. A lot of staff time on the follow ups		Explore the cost feasibility of having animals sterilized and vaccinated prior to adoption.
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Improve/Implementation

Date	Action/Outcome	Comments	Action Item/ Outcome
	<ul style="list-style-type: none"> Staff time needed in the transportation of animals to and from the veterinary facility evaluated against current follow up time. Include the costs in the adoption fees so there is no cost to the city. 	Cost effective to transport. Will require council approval	Identify facilities and costs for services.
	As for additional contact information on the Adoption Application to make getting in contact quicker.		

Cost Mitigation

Area for Cost Savings	Estimated Annual Cost Savings

Completion

Presentation Date	Completion Date	Celebration Date	On Going Project	Yes	No
	Fall 2013	12/18/13			

Control

Date	Action/Outcome	Comments	Action Item /Outcome
On Going	Obtain additional contact numbers		
	Obtain Council approval to include sterilization and vaccination costs in adoption fees.		Open



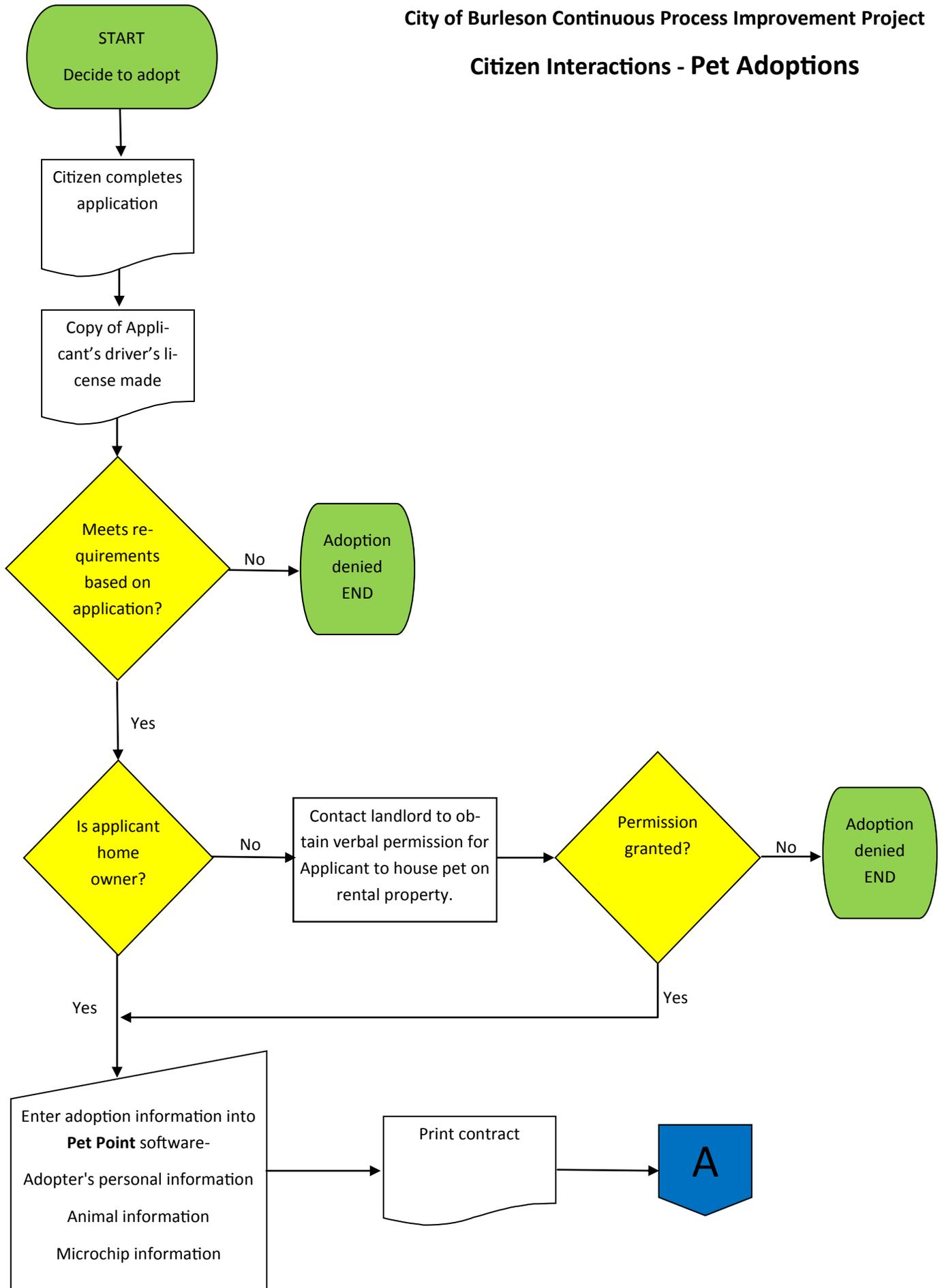
Continuous Process Improvement Project:

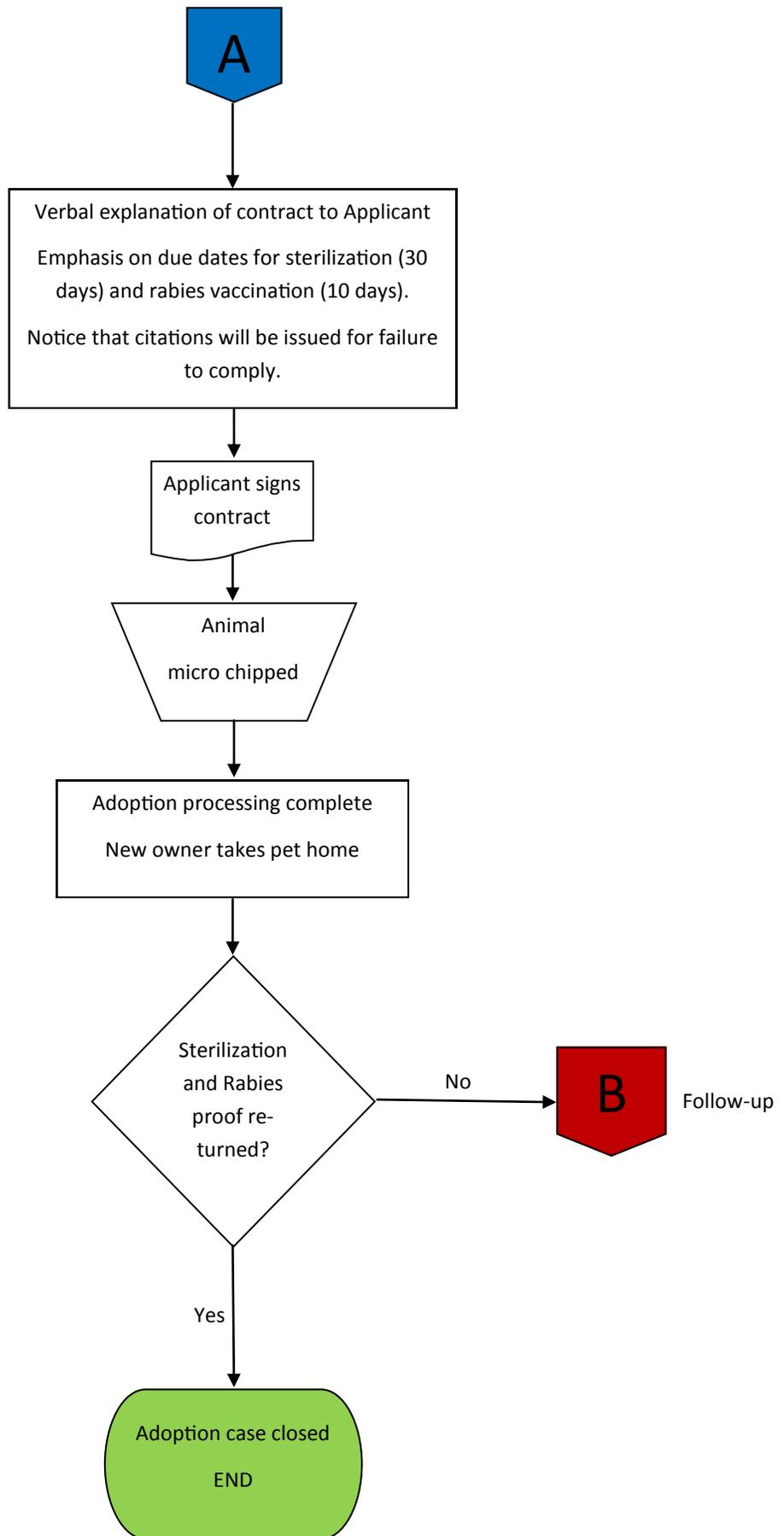
Citizen Interactions – Pet Adoptions

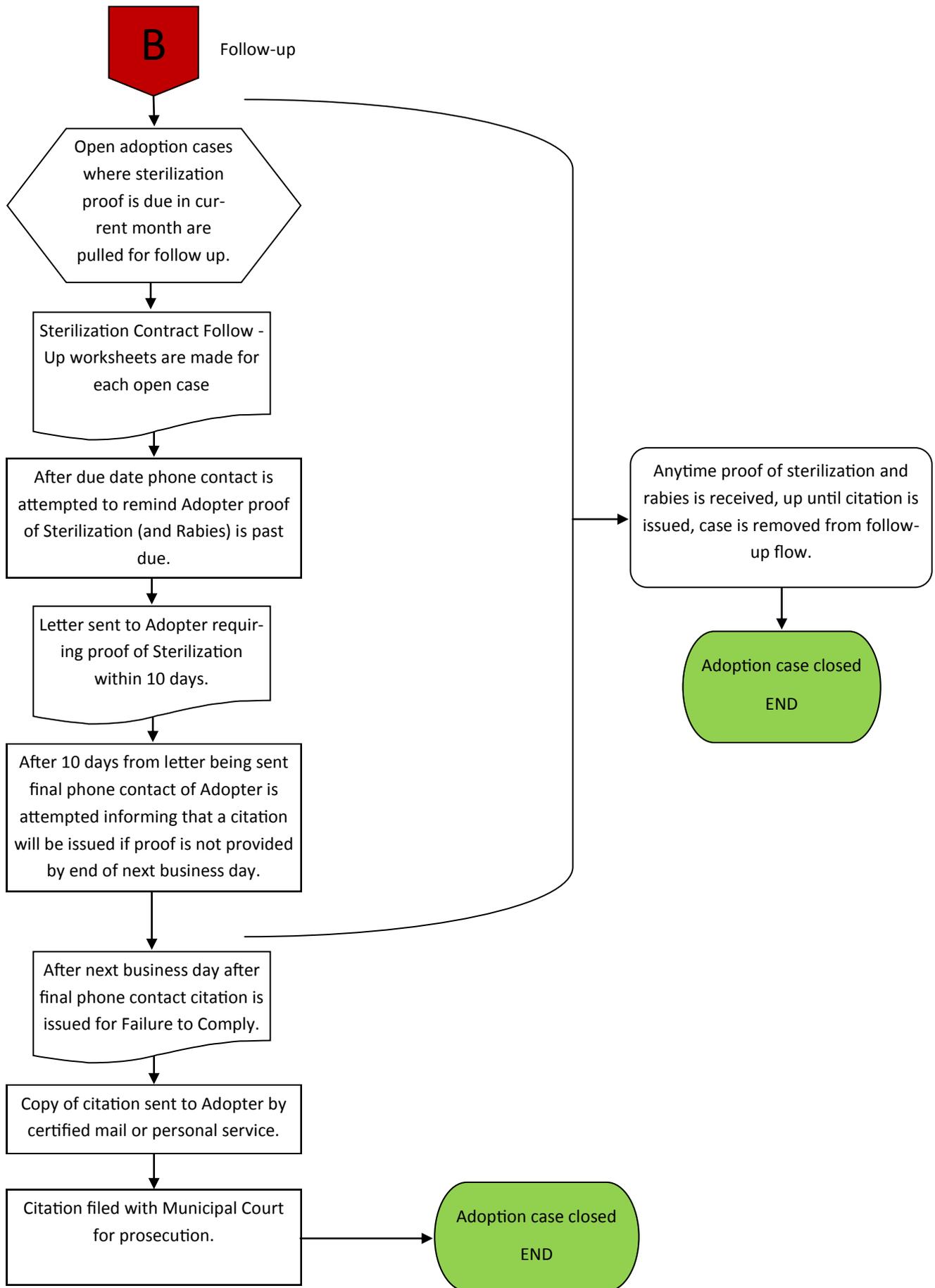
Synopsis:

As a part of the City's **C**ontinuous **P**rocess **I**mprovement (CPI) initiative, members of the CPI Team were tasked with assisting in a review of the pet adoption process. A meeting with CPI team members and Animal Care and Control personnel was held where the process was discussed in length and defects in the process were identified. Defect causes and solutions were discussed and improvement recommendations were noted. Data needed to establish a baseline for the process was identified and, due to existing data collection, was already available. A flow chart of the process was created and baseline data was analyzed. Process, defects, solutions, data, analysis, and recommendations were documented and compiled for this report.

Citizen Interactions - Pet Adoptions





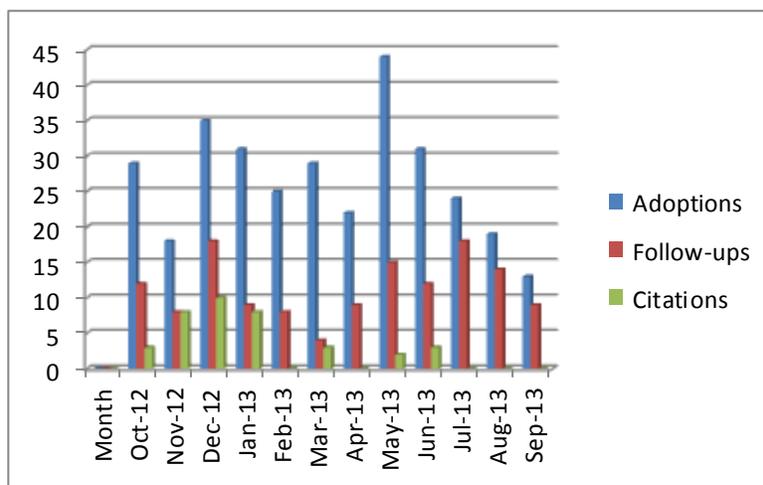


Review of the flow charted process led the CPI Team members to request data to establish a baseline on the follow-up for proof of sterilization/rabies vaccination part of the process. The Animal Shelter already has excellent record keeping procedures in place resulting in the requested data being routinely captured, making any project specific data collection unnecessary. Requested data covering the last fiscal year was provided later that same day and is as follows:

Month	Adoptions	Follow up	Citations
Oct-12	29	12	3
Nov-12	18	8	8
Dec-12	35	18	10
Jan-13	31	9	8
Feb-13	25	8	0
Mar-13	29	4	3
Apr-13	22	9	0
May-13	44	15	2
Jun-13	31	12	3
Jul-13	24	18	0
Aug-13	19	14	0
Sep-13	13	9	0

These three months citations may not be accurate because I am still working on a few follow ups

The following bar graph was created using the above data for ease of visualization.



Data from July, August, and September was not used in this analysis due to some of the cases initiated during those months are still in follow-up, and are not closed.

The compiled flow chart was reviewed by participants for accuracy and changes were made as necessary.

Results:

Analysis of the pet adoption process shows that an overwhelming majority of time is spent in follow-up for adoptions in which sterilization/rabies vaccination proof is not returned in a timely matter. An average of 36% of cases end up in the follow-up process, and of those, 38% are ultimately issued citations for Failure to Comply. Overall, 14% of adoption cases result in citations. Cases resulting in a citation are tracked and worked for a minimum of 41 days after the adoption before being closed.

Discussion:

CPI team members were impressed with the initial adoption processing. Time to complete this process is in the area of 10 to 15 minutes, with no waste or defects noted. Overall citizen satisfaction in the initial process is reported to be high. There is little or no wait time for citizens wishing to adopt, and the process is positive.

On the other hand, staff reports that the follow-up on sterilization/rabies vaccination proof can and quite often becomes negative, with adopters dodging phone calls and mail. The tracking of cases for follow-up is all done manually, requiring excess work in progress inventory and staff under-utilization. Cases are handled at least 5 times over a minimum of 41 days during the follow-up process. Staff has already reduced the follow-up work load as much as possible by conducting follow-ups on the sterilization proof time table. This makes sense from a veterinary standpoint, since sterilization is done only if the animal has been vaccinated for rabies.

Conclusion:

The defect in the pet adoption process was identified as:

Failure of adopters to return proof of sterilization/rabies vaccination as required by statute. This failure causes staff to spend an inordinate amount of time and effort to attempt to get adopters to comply. This defect is caused by adopters who do not comply with the adoption contract, and is out of the control of staff.

Recommendations:

Participants unanimously recommend that animals be sterilized and vaccinated prior to release to adopters to take home. This could be accomplished by adding the cost of these services to the adoption costs already collected, resulting in no cost to the city. There would be no real increase in cost to the adopter, as they are required to pay for these services at a later date to comply with the adoption contract. There could be a cost savings to adopters as these services would be obtained by contract with the city through a bidding process.

Initial implementation would involve staff transporting animals to a veterinary facility for sterilization, with the adopter picking up the animal after the procedure. Time spent transporting animals would be more than offset by time currently spent on follow-ups that would no longer be required. Planning for in-house facilities to do veterinary surgery, including sterilizations, has already been included in the department's five year plan. Once these facilities are available, transportation of animals to outside facilities would no longer be required.

Implementing this change in the adoption process would completely eliminate the identified defect, making any new data collection and follow-up analysis unnecessary.

A second recommendation pertaining to the current follow-up process was made:

To collect addition phone contact numbers on the Adoption Application by providing separate fields for home number and cell number (instead of a single telephone number field). This will give staff additional contact numbers to be used in the current follow-up process.