

# Implementing



# the Cat Revolution!

# Where you there?

## Animal Welfare Organizations Converge on Nashville for Animal Care Expo 2013

World's largest animal care conference and tradeshow  
opens at the Gaylord Opryland Resort and Convention  
Center on May 8

This year's Expo will begin with an inspiring Welcome Session presentation by Dan Heath, co-author of *Switch: How to Change Things When Change Is Hard*. Heath will explore why some big changes happen easily while many small changes prove impossible, revealing a simple, 3-part framework that will help animal welfare organizations continue their quest for change.



# Is Change ALWAYS hard?



# The burning platform model

- “Burning Platform is a business lexicon that emphasizes immediate and radical change due to dire circumstances. The origin of if the term comes from a story about a man on an oil platform in the North Sea. One night he is awakened by an explosion and resulting fire on the platform. His only option is to jump more than 100 feet from the fire ridden platform into the freezing North Atlantic waters....With no other rational alternative, he jumped! Fortunately the man did survive the jump from the platform and was rescued shortly thereafter. **This story emphasizes the point that radical change in people only comes when survival instincts trump comfort zone instincts.**”



**WHEN YOU LET YOUR PET  
BRING UNWANTED  
ANIMALS INTO  
THE WORLD...**



**GUESS WHO PAYS.**

Prevent a litter. Spay or neuter your pet.

# Another approach

- “Positive emotions are designed to “broaden and build” our repertoire of thoughts and actions. Joy, for example , makes us want to play. Play doesn’t have a script, it broadens the kinds of things we consider doing. We become willing to fool around, to explore or invent new activities. And because joy encourages us to play, we are building resources and skills.”

Switch (p. 122).



# Negative versus positive emotions to drive change

## Negative ☹️

- Good for simple problems with well understood solutions
- Motivates specific, pre-determined actions
- Instigates rapid change

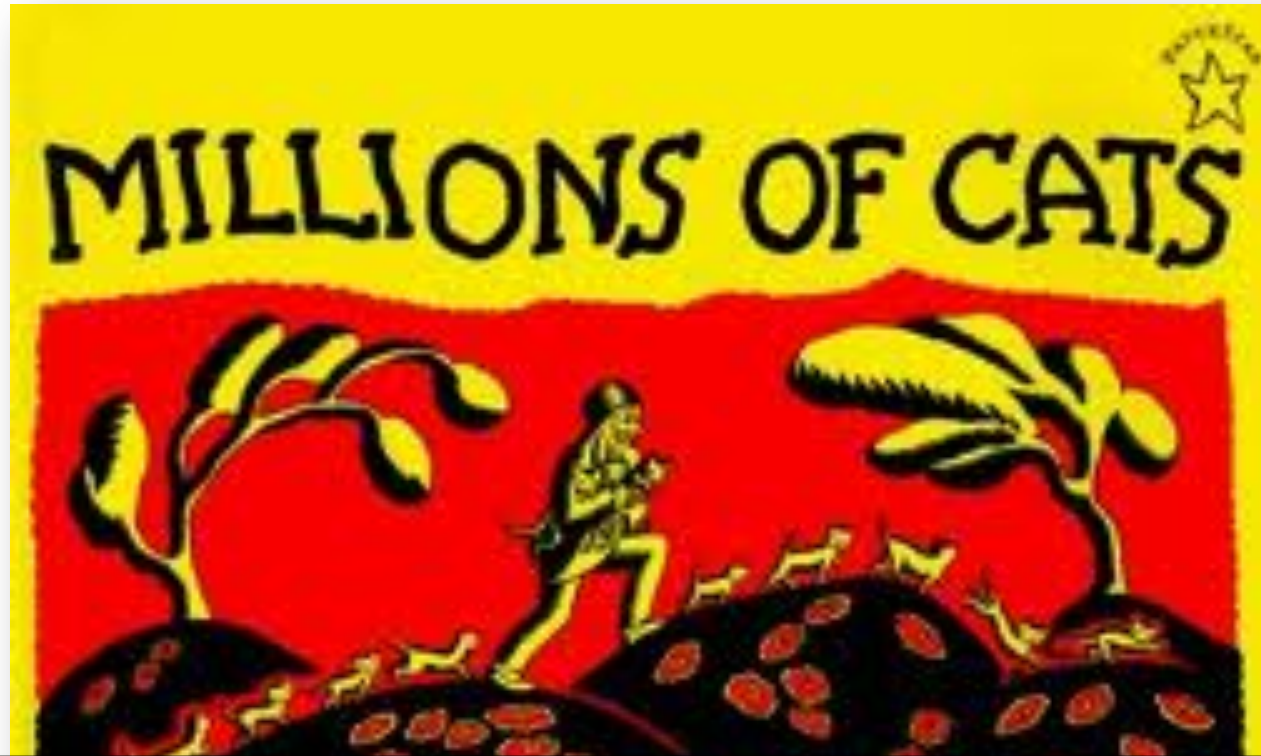


## Positive 😊

- Good for complex problems requiring new and evolving solutions
- Encourages creativity and hope
- Facilitates flexible change



# What kind of problem are we trying to solve today?



What has the dialogue around life saving been like in your neck of the woods?

# 3 surprises about change

- What looks like a people problem is often a situation problem
- What looks like resistance is often lack of clarity
- What looks like laziness is often exhaustion





# Surprise #1: People problem versus situation problem



Group A: Giant bucket of gross,  
old popcorn



Group B: HUMONGOUS bucket of  
equally gross, old popcorn

# Results

People given  
humungous  
buckets ate 53%  
more popcorn!



# People problem vs situation problem

## **Across the region**

### **Humane Society criticizes Sacramento's animal shelter**

Sacramento's animal shelter doesn't provide training to employees, has minimal disease control, and animal treatment is poor, according to a report by the Humane Society of the United States.

The Humane Society in the 282-page report released Monday called for a major overhaul of the way the Sacramento facility is run.

The City Council hired the Humane Society to investigate the facility after several residents wrote in with complaints.

The Humane Society report said health care was so bad at the facility that dead animals were found in cages every morning that an inspection team visited.

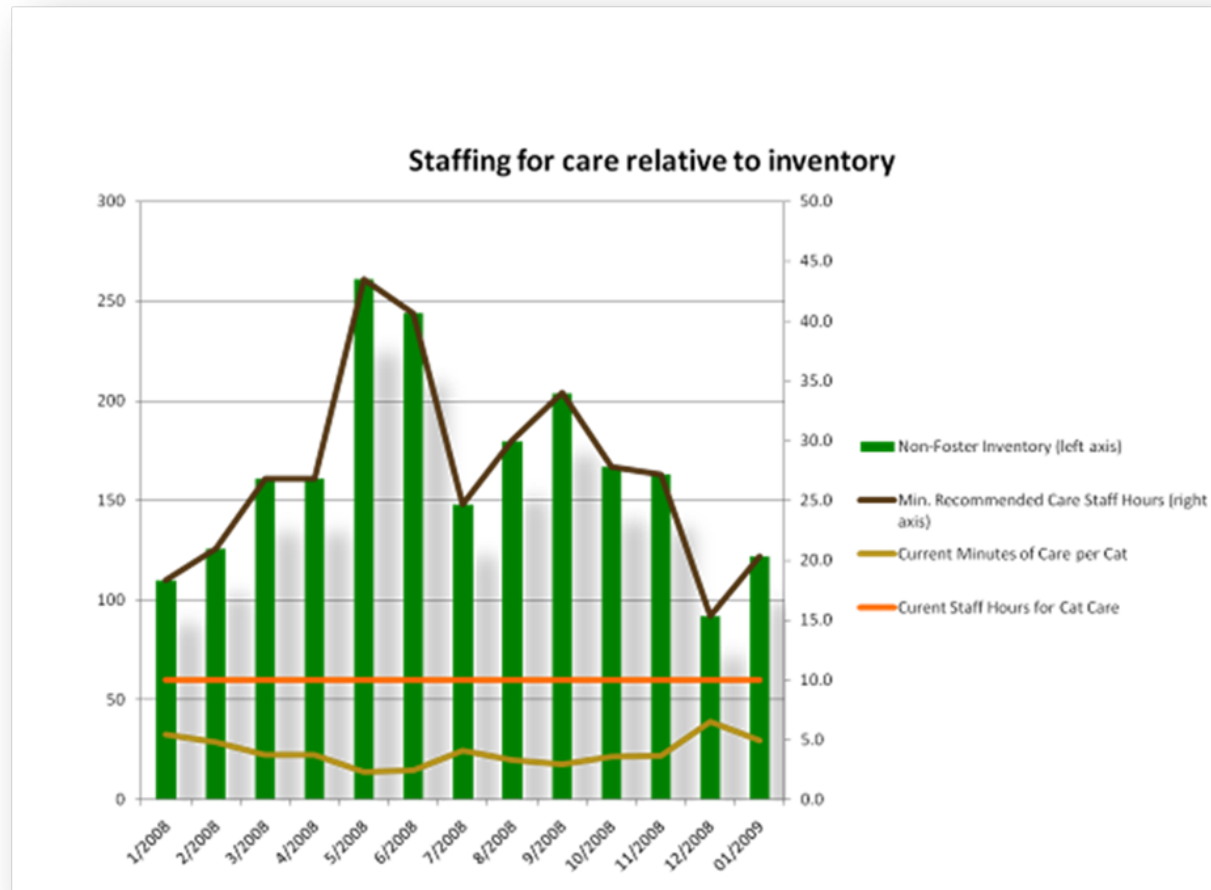
Employees also do not scan the animals for microchips that may lead them to an owner, and workers have been told not to give tranquilizing drugs to animals before euthanasia because of cost concerns, the report said.

City officials have given no specific changes they will recommend the animal shelter pursue.

— From staff and wire reports.

Minimal disease control...treatment is poor....employees do not scan animals for microchips...

# People problem vs situation problem





# Solution

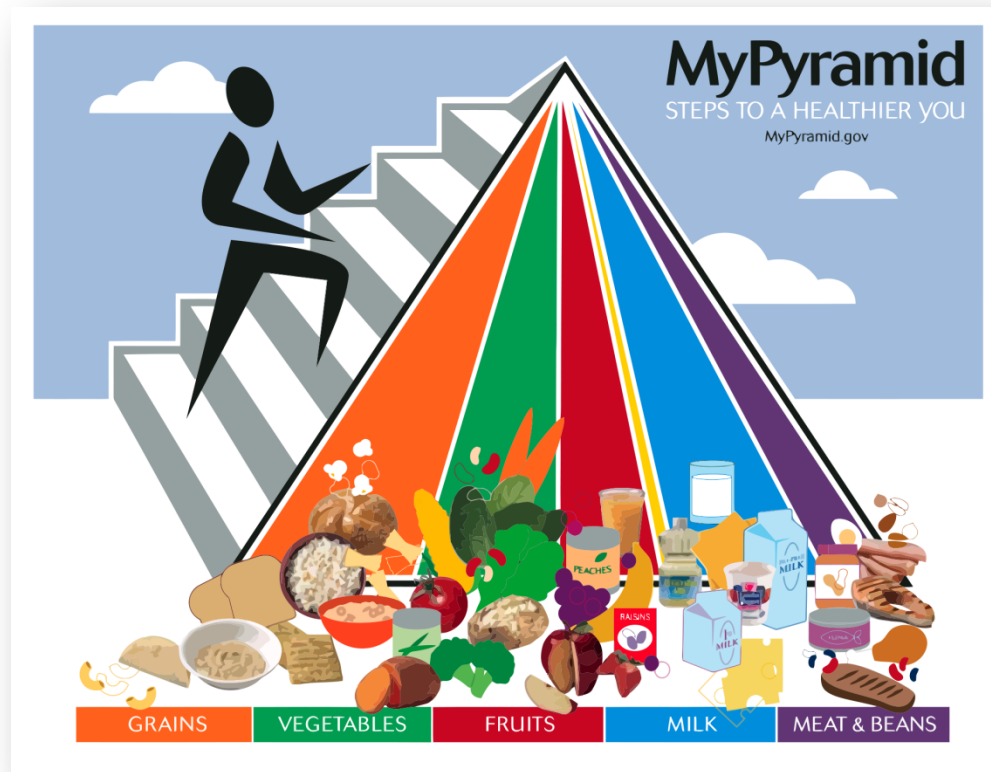
I may not be a good photographer, but this is what a panorama shot of empty cat cages looks like! We have 3 cats in our adoption building. Fast track, transfers, and adoptions make the world go round!



# Surprise #2: resistance versus lack of clarity



# Resistance versus even more lack of clarity








# Results


## Obesity Epidemic In USA Continues To Spread - A Serious Problem In The South

Last updated: Saturday 9 July 2011 at 11:11 AM

 [Obesity / Weight Loss / Fitness](#)

 [Diabetes](#)

 [Hypertension](#)

 [Public Health](#)

Despite new initiatives aimed at reversing the trend in one single US state last year, and in 2007, according to *"F as in Fat: How the Johnson Foundation and Trust for*

Nine of the ten states in the South have the lowest. For seven years running, 1

This latest report, which spans two years, shows that the percentage of Americans above 15% was **zero**.

## Obesity Epidemic "Astronomical"

By [R. Morgan Griffin](#), Reviewed by [Michael W. Smith, MD](#)

[WebMD Feature Archive](#)

The prognosis for the nation is bad and getting worse as obesity takes its toll on the health of adults and children alike.

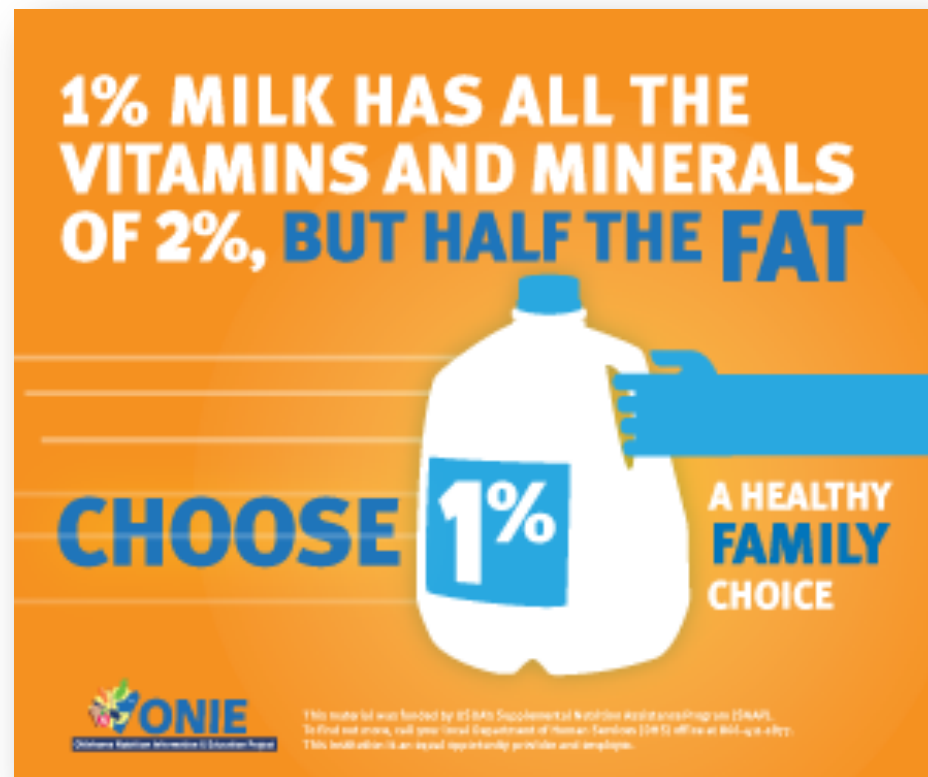
One of the biggest health stories of the year has been the rise in obesity among both adults and children in the U.S. We've all heard so much about the "obesity epidemic" that it's easy to think the story is being blown out of proportion. After all, people putting on a

ency.

## U.S. Obesity Epidemic Continues to Grow

One-quarter of Americans report being obese, CDC report says

# Resistance versus lack of clarity



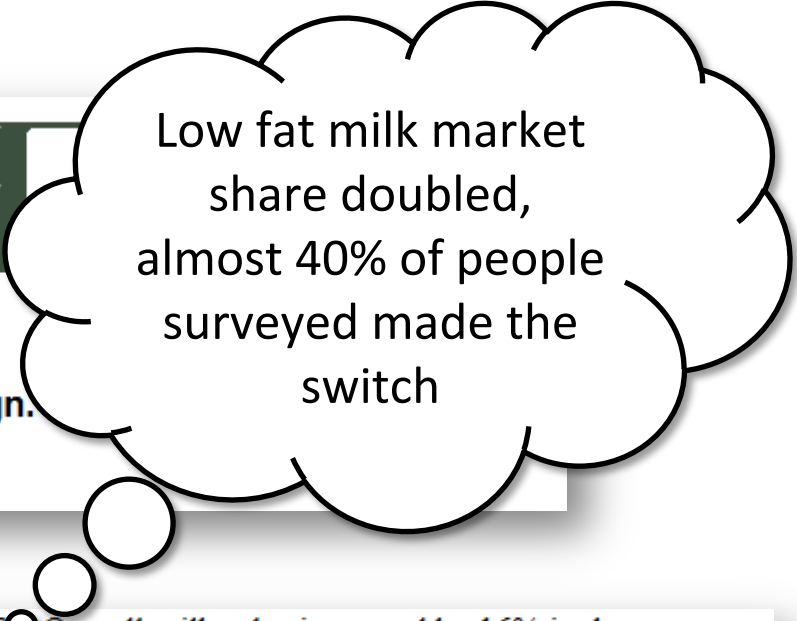
# Results

## PUBLIC HEALTH *Reports*

Public Health Rep. 1998 Sep-Oct; 113(5): 410-419.

### **1% or less: a community-based nutrition campaign.**

[B Reger](#), [M G Wootan](#), [S Booth-Butterfield](#), and [H Smith](#)



Low fat milk market share doubled, almost 40% of people surveyed made the switch

and post-intervention telephone surveys. **RESULTS:** Overall milk sales increased by 16% in the intervention cities following the campaign and remained high at follow-up. Low-fat milk's market share increased from 18% of overall milk sales at baseline to 41% of overall milk sales in the month following the end of the campaign, an increase in market share that was sustained at the six-month follow-up. In the post-intervention telephone survey, 38.2% of those respondents who reported drinking high-fat milk at baseline reported having switched to low-fat milk. **CONCLUSION:** A focused message communicated through paid advertising, public relations activities, and community-based education programs increased low-fat and overall milk consumption in one community.

# Clarity?

“Recognize that pet ownership requires an investment of time and money”

“Do not allow your pet to stray or become feral”



## Pet Ownership

Owning a pet is a privilege, but the benefits of pet ownership come with responsibilities.

### Be a Responsible Pet Owner:

- Avoid impulsive decisions when selecting a pet.
- Select a pet that's suited to your home and lifestyle.
- Keep only the type and number of pets for which you can provide appropriate food, water, shelter, health care and companionship.
- Commit to the relationship for the life of your pet(s).
- Recognize that pet ownership requires an investment of time and money.
- Make sure your pet receives preventive health care (vaccinations, parasite control, etc.), as well as care for any illnesses or injuries.
- Provide appropriate exercise and mental stimulation.
- Clean up after your pet.
- Don't allow your pet to stray or become feral.
- Properly socialize and train your pet.
- Limit your pet's reproduction through spay/neuter, containment, or managed breeding.
- Obey all local ordinances, including licensing, leash requirements and noise control.
- Make sure your pet is properly identified (i.e., tags, microchips, or tattoos) and keep its registration up-to-date.
- Prepare for an emergency or disaster, including assembling an evacuation kit.
- Make alternate arrangements if you can no longer provide care for your pet.
- Recognize any decline in your pet's quality of life and make timely decisions in consultation with a veterinarian.

This message brought to you by the American Veterinary Medical Association.



# Clarity!



The Top 3 Reasons Your Cat Should Wear a Collar



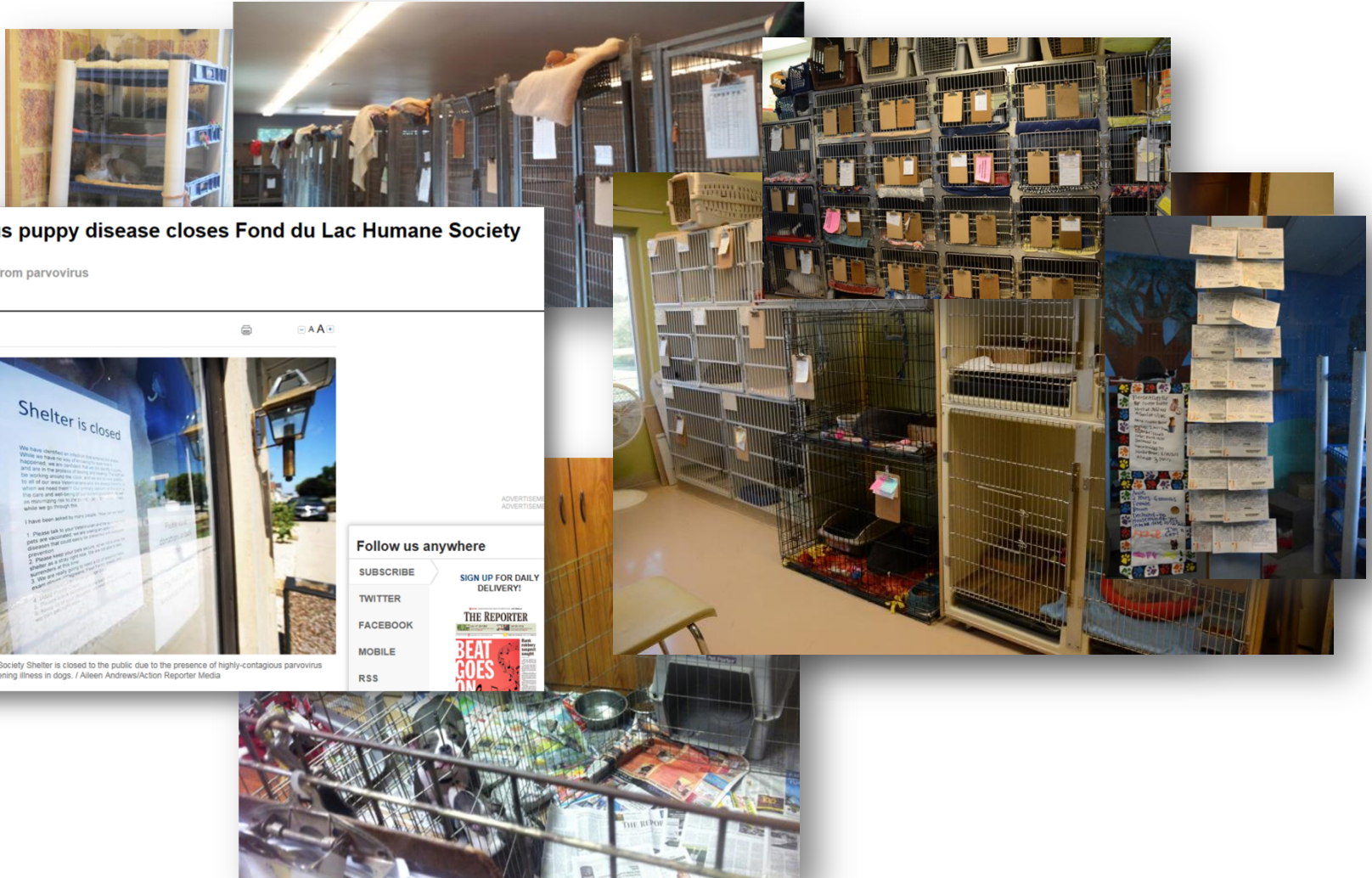
# Surprise # 3: laziness versus exhaustion

- Self-control is a finite resource
- Drained by:
  - Doing things you don't want to do
  - Not doing things you do want to do
  - Making decision after decision
  - *Learning to do things a new way*





# Exhaustion central



## Contagious puppy disease closes Fond du Lac Humane Society shelter

One puppy dies from parvovirus

Aug 14, 2013



The Fond du Lac Humane Society Shelter is closed to the public due to the presence of highly-contagious parvovirus that can produce life-threatening illness in dogs. / Aileen Andrews/Action Reporter Media

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# Surprise

Yesterday, ... I watched my leaders; these are some of the best, most passionate, hardworking, and dedicated people I have ever known...will ever know -- and they were tired and emotionally exhausted. **As they listened and talked, it was like someone re-lit that flame** that was so close to going out... We continued talking well into the night, and **we have a lot to do; not only to continue talking about, but to change.** There are so many things that we do, that are because it IS what we have always done, because one bad thing happened, because it is based in false (self-defeating) assumptions, or worse, because it is based in flawed or the wrong science.

Renee Webb, Fond du Lac Humane Society, Fond du Lac, Wisconsin

# One little change

“We had our 1st ever same day adoption event last weekend, and adopted 13 cats.”



# One year later

When we started to concentrate on the sense of urgency and how to get them into homes now -- and not hang onto them because we want, not need, but want to do just one more thing; it is amazing how many things are eliminated because they were never really necessary in the 1st place... **So with our 'we can hold 200 cats mindset' -- for the last 3 months, our cat count has been in the 40s and 50s. We are not euthanizing; we are adopting.**

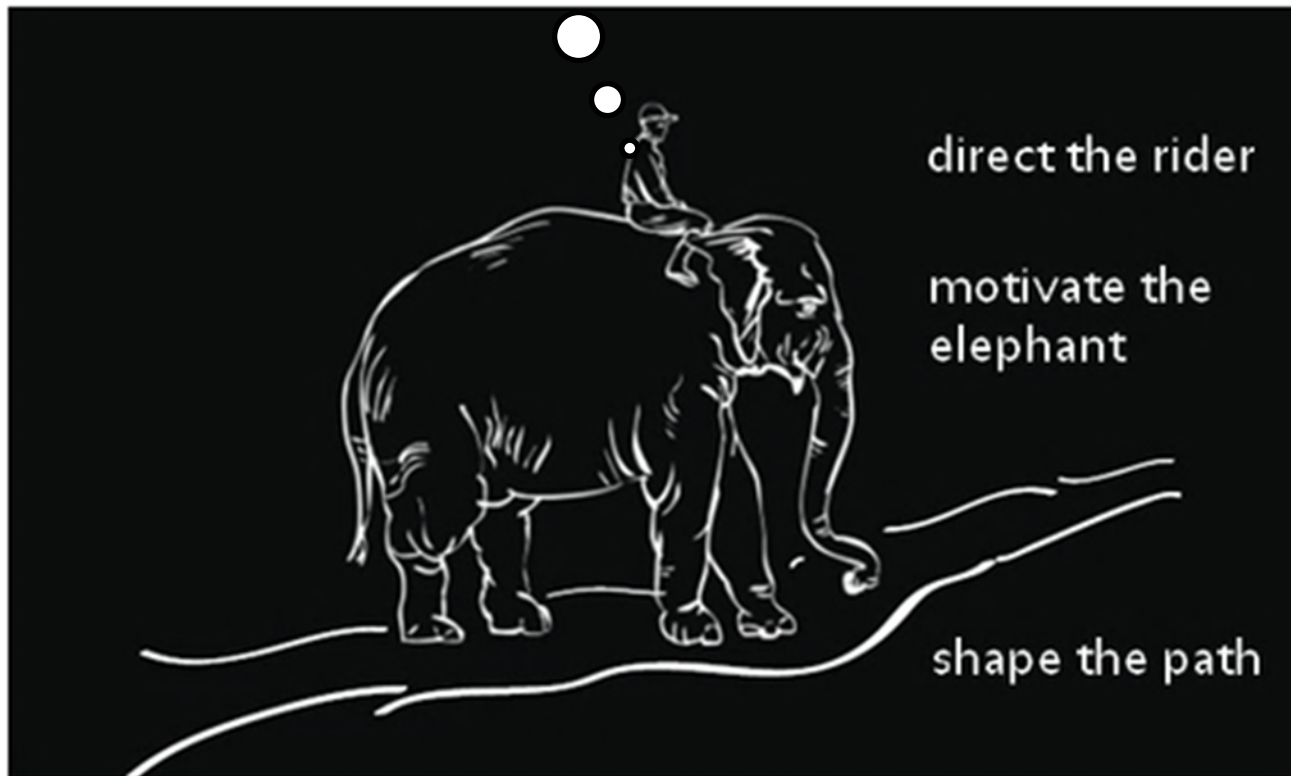
# Bonus surprise about change for shelters

- What looks like a people problem, resistance or laziness is often hopelessness
- Even small successes can build momentum
- The further you get out from under, the easier it becomes



# Three of change

WHO is our most important target?



# Biggest surprise



I had **NO** resistance from the **County**, and a **great deal of support from the public**. Don't be afraid to give your County and your community the chance to help you save lives.

# Biggest surprise (alternatives to intake)?



What surprised me was **how well the public received the change**, especially in light of the staff concerns about the public. Most people were happy to hear that the shelter wanted to work with the community on long term solutions.



# Biggest Surprise (alternatives to intake)



The biggest surprise was how many **people really understood**, and even told us what the new policies were as they walked in the door.

# Biggest surprise (managed admission)



The big surprise was that **the public "got it" a lot quicker than we did.** They instantly understood the life-saving nature of managed admissions.

# Biggest surprise (removing adoption barriers)?



I think the biggest surprise for the staff was the **lack of complaint and confusion** from patrons. Not only did patrons not complain, but **they were happy** to hear about the improvements we are making.

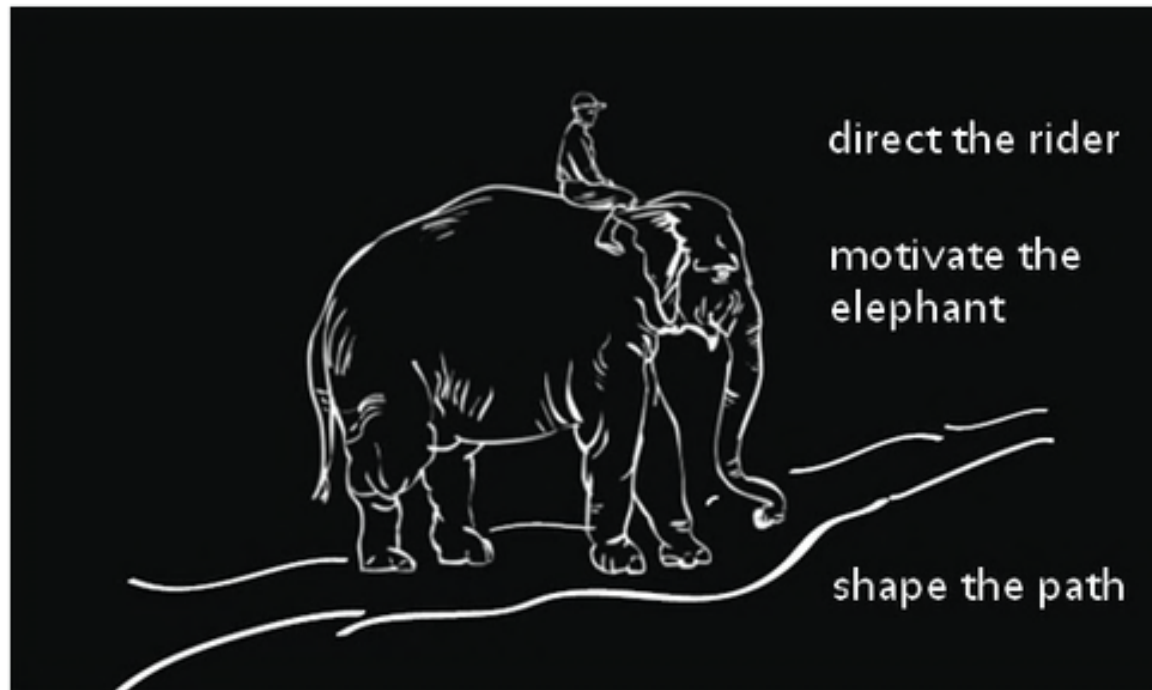
Carly Scholten, The Animal Foundation, Las Vegas, NV

**Biggest surprise (return to field)?**

“

**The lack of  
complaints from the  
public**

# WE are the elephant and the rider...



...we need to **shape the path** for ourselves and the public

# Meet the rational rider

- Able to plan and solve complex problems
- Can trade immediate gratification for long term gain
- Prone to over-analyzing, wheel-spinning and paralysis
- Easily tired out by controlling unruly elephants all day





# How to support the rider

- Prevent overwhelm by setting aside the “TBU<sub>rn</sub>” and finding the bright spots
  - TBU<sub>rn</sub> = True but un-actionable (right now)
- Avoid wheel spinning by scripting the critical moves
- Prevent exhaustion by going for early wins that make things easier



# Case study: alleviating child malnutrition

- 1990 Vietnam:
- Poverty
- Ignorance
- Poor sanitation
- Lack of clean water
- **True But Un-solve-able (right now)**



# Bright spots

- The mothers divided into groups and went out to weigh in their villages. They found you find any very heartier than the women, scanning the data and said, "CÓ, có, có." (Yes, yes, yes.)

**Bright spots =  
hope**

# Practical solutions

- Fed same amount over 4 meals instead of 2
- Hand fed kids even when sick
- Added crabs and shrimp from rice paddies
- Mixed sweet potato greens in with meals
- Solutions shared mother-to-mother, not outsider to mother



# What is your world?

Societal failure  
to value cats?

Irresponsible  
pet owners?

Negative  
impact of cats  
on birds?

Constraining  
animal control  
contract?

A crummy old  
building?

Un-supportive  
veterinary  
community?

Threat of cats  
spreading  
disease to  
people?



# What is your world?

Societal failure  
to value...

Irresponsible  
...ers?

Setting aside the TBUn  
**for now** can mean  
coming back **stronger**  
**later**

impact  
on birds

Constraining  
...al control  
contract?

A crummy old  
building?

...supportive  
veterinary  
community?

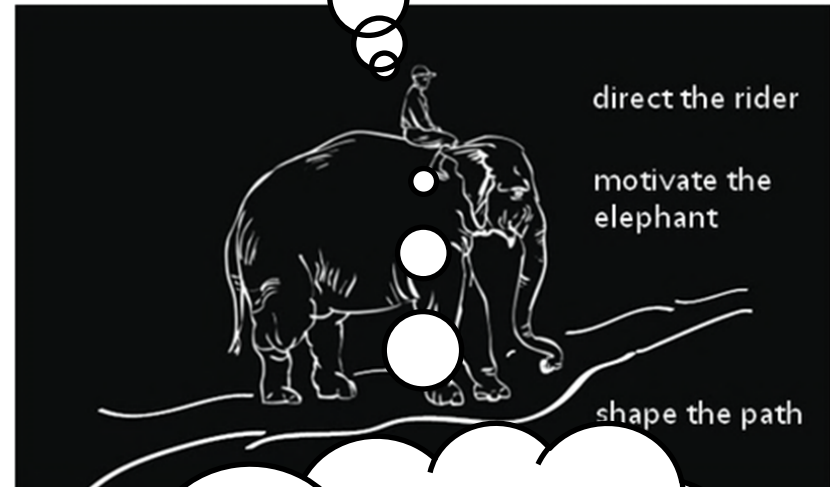
Threat of cats  
spreading  
disease to  
people?



# Bright spot changes

- Similar situation and constraints but better outcome
- Who, when or where
- Practical by definition
- Peer to peer spread ideal

Under what conditions does the problem you're fighting NOT happen?



Under what conditions does the change you're seeking already happen easily?

# Look around you for bright spots

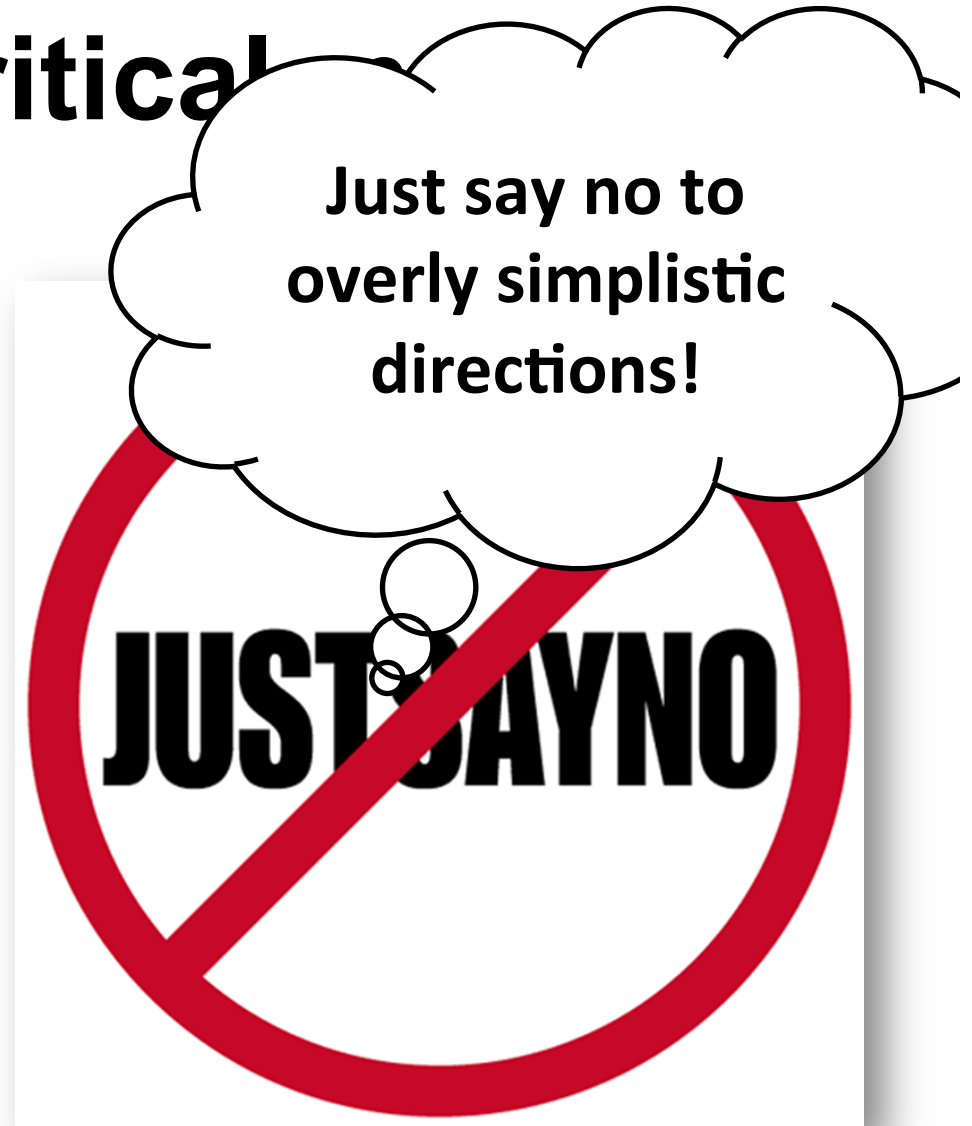
“So many shelters have made these changes and have seen positive results. Don't assume it won't apply to you or your community because you *can* make it work. “



Kathie Johnson, Animal Humane Society, Minneapolis, MN

# Script the critical

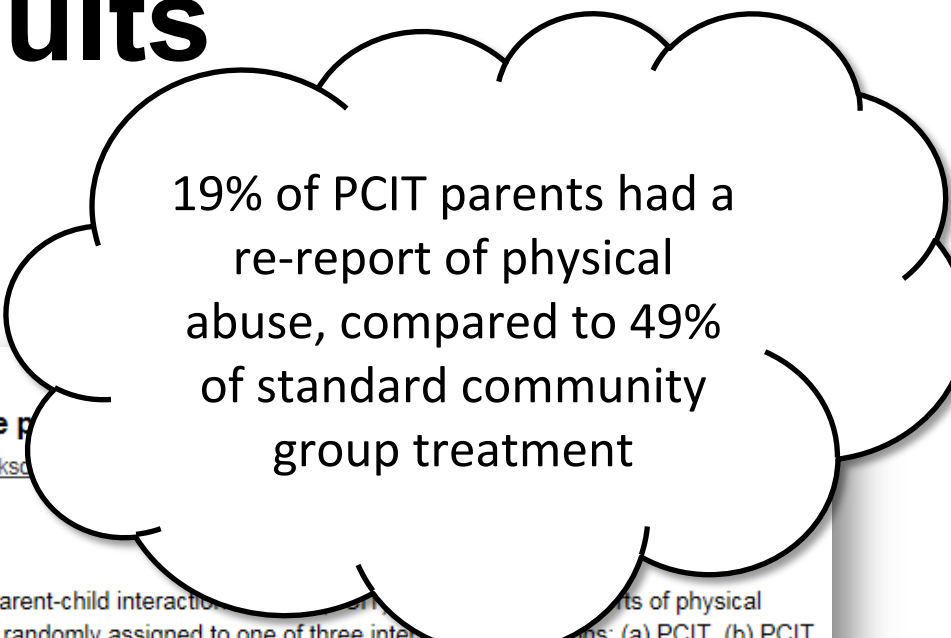
- Beware of over-general directions – they can be worse than nothing
- Be explicit about how people should act in specific situations
- Pick one place to start
- Make it automatic/develop a system



# Case study: critical moves for child abusers

- Parents with multiple past violations, severe violence, low income, and significant depression, substance abuse, and anti-social behavior
- Critical moves: Parent-Child interaction therapy
  - ✓ 5 minute play sessions
  - ✓ No commands, criticism or questions
  - ✓ Let the child direct the play

# Results



19% of PCIT parents had a re-report of physical abuse, compared to 49% of standard community group treatment

[J Consult Clin Psychol](#). 2004 Jun;72(3):500-10.

## Parent-child interaction therapy with physically abusive parents

[Chaffin M<sup>1</sup>](#), [Silovsky JF](#), [Funderburk B](#), [Valle LA](#), [Brestan E](#), [Kopva T](#), [Jackson](#)

### Author information

### Abstract

A randomized trial was conducted to test the efficacy and sufficiency of parent-child interaction therapy (PCIT) in reducing reports of physical abuse among abusive parents. Physically abusive parents (N=110) were randomly assigned to one of three interventions: (a) PCIT, (b) PCIT plus individualized enhanced services, or (c) a standard community-based parenting group. Participants had multiple past child welfare reports, severe parent-to-child violence, low household income, and significant levels of depression, substance abuse, and antisocial behavior. At a median follow-up of 850 days, 19% of parents assigned to PCIT had a re-report for physical abuse compared with 49% of parents assigned to the standard community group. Additional enhanced services did not improve the efficacy of PCIT. The relative superiority of PCIT was mediated by greater reduction in negative parent-child interactions, consistent with the PCIT change model.

(c) 2004 APA, all rights reserved

# Case study: fast track to capacity for care

- ✓ Fast track score assigned
- ✓ When 1 cat adopted, leave condo open
- ✓ When another cat adopted, open portal between two condos and move up fastest track cat by score
- ✓ When all fast track cats moved up, move slow track cats

Fast Track Scoring Sheet

Criteria 1 - Age

Age	Score
≤2 months	+10
2-3 months	+9
3-4 months	+8
4-6 months	+7
1-2 years	+6
6-12 months	+5
2-4 years	+4
4-6 years	+3
6-8 years	+2
8-10 years	+1
>10 years	0

Total for Criteria 1: \_\_\_\_\_

Criteria 2 - Color/Breed

Description	Score
Pure Breed or Solid White	+10
Siamese Mix	+9
Orange Tabby - long/medium hair	+8
Calico or torti - long/medium hair	+7
Orange Tabby - short hair	+6
Calico or torti - short hair	+5
Tabby - long/medium hair	+4
Tabby - short hair	+3
Bicolor - grey/white or solid grey	+2
Bicolor - black/white	+1
Solid Black	0

Total for Criteria 2: \_\_\_\_\_

Criteria 3 - Behavior

Behavior	Score
At front of cage, actively seeks attention, makes biscuits, sticks feet through cage, all ages	+10
At front of cage, actively seeks attention, makes biscuits, sticks feet through cage, not all ages	+9



# Results

- All cats moved up within a month with all portals open
- Adoption ↑ from 66% to 71%
- LOS ↓ by ~ 25%
- Cats on meds ↓ 40%
- 49 fewer cats in the shelter daily!
- **More energy/resources for harder changes**

**WOW!!!**



# Want to try this at home?



# Literally scripting the hardest moves

- **Give them word for word** what they should say when someone's angry because you want them to schedule an appointment. Feeling prepared helps them feel more comfortable with change. They hate **role playing**, but it often helps. (Karina King, Dakin Valley Humane, Springfield, MA)
- We **actually created a flow chart** to give staff guidance on how to respond when people contacted us about stray cats. Starting with the question “Is the cat healthy”, because our policy is that we no longer take in healthy stray cats (with some exceptions), then progressing through age, because we will take in orphaned kittens, and then how long have you seen the cat, to determine if we should direct them to TNR or to try and find the cat’s owner. We also did some **role-playing** to give staff a chance to work out how they might respond to various situations. (Tracy Mohr, Chico City Animal Shelter, Chico, CA)

# Meet the emotional elephant

- Skittish and easily spooked
- Hungry for instant gratification
- Incredibly strong, determined, and brave *when motivated*



# How to engage the elephant

- Rally the elephant herd by tapping into identity and pride
- Motivate the elephant by pointing to a compelling “destination postcard”
- Avoid spooking the elephant by shrinking the size of the change
- Keep the elephant going by demonstrating progress





# The power of the h

- In ambiguous situations, people look to others for cues
- Inaction/status quo tends to prevail without intervention



Smoke filling a room: 75% vs 38% took action singly vs in group of 3

Sound of a woman falling: 70% vs 40% took action singly vs in pairs

# Beware the backfire effect

- Relevant facts *do not influence* identity beliefs
- Contradictory information *tends to strengthen* identity beliefs
- BUT, when beliefs become widely accepted, individuals tend to become more accepting of “corrective information”



Nyhan, B. and J. Reifler (2010). "When Corrections Fail: The Persistence of Political Misperceptions." Political Behavior **32**(2): 303-330.



# Elephants are not motivated by logic

That Cuddly Kitty Is Deadlier Than You Think



## Must Cats Die So Birds Can Live?

Inside an animal-lover civil war.

By Jessica Pressler Published Jun 9, 2013



79 Comments Add Yours



Illustration by Bigshot Toysworks

## Outdoor Cat, The Grim Reaper

Story Comments

Print Font Size

Posted: Friday, April 18, 2014 12:00 am

By Billy Minser | 0 comments



Billy Minser

## San Francisco Chronicle

NORTHERN CALIFORNIA'S LARGEST NEWSPAPER

### Feral cats deserve care, not abandonment



# Rally the herd

- Tap into existing identity and values
- Identify leadership from within the group
- Create opportunities to build values within a sympathetic context
- As beliefs spread, receptivity will increase



# Existing identity and values



*A cageless, no kill humane organization specializing in the rescue and rehabilitation of sick and injured stray cats.*

## ***BC SPCA's Mission and Vision***

### **Our mission**

To protect and enhance the quality of life for domestic, farm and wild animals in B.C.



### **Our vision**

To inspire and mobilize society to create a world in which all animals who depend on humans for their well-being experience, as a minimum, five essential freedoms:

- 1** Freedom from hunger and thirst
- 2** Freedom from pain, injury and disease
- 3** Freedom from distress
- 4** Freedom from discomfort
- 5** Freedom to express behaviours that promote well-being



**Santa Cruz County Animal Shelter**

*The Open-Door Shelter Serving Our Community and Its Neediest Animals*

# Find the right words

- “At our facility, **reduced intake is not so much the goal as reduced length of stay, a healthy population and more resources for citizens** so that relinquishing their pet is their last resort instead of their first resort.”
- “Staff were **afraid of decreasing LOS** because they **prided themselves on providing the very best care to each individual animal**, and never considering a time limit ever – once an animal entered our shelter, they were here until they got adopted, even if it took months or years. Instead, we found “**optimizing length of stay**” to assure the **ASV guidelines were met** for every animal was the language that made sense to us. As a bonus, optimizing length of stay did result in shorter stays for some, allowing us to **transfer in more animals.**”



# Find the right voice

- Our best motivator was our Assistant Director Vincent Medley, who is **in charge of our Field Division**. Because he is a cat person, and is **also a colony caretaker** in his own neighborhood, he brought into our shelter the leadership necessary to positively motivate our officers on personally embracing a TNR/SNR philosophy.... Through his leadership, **we now have a crowd of ACOs that enthusiastically support TNR/SNR. It's the rule, not the exception.**



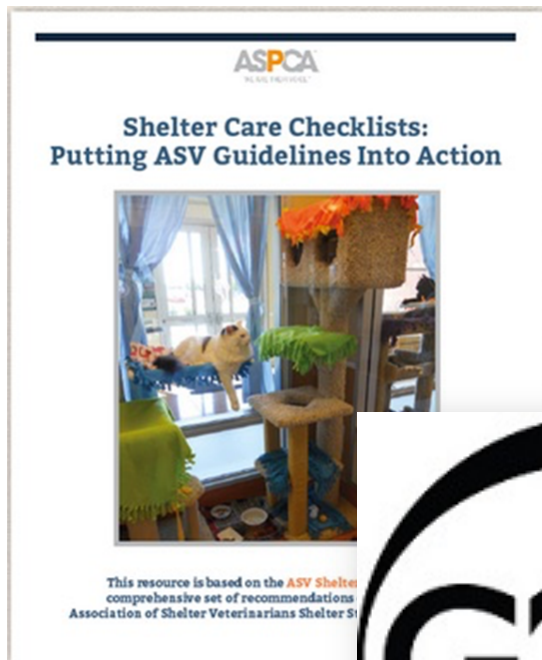
Kathy Davis, San Antonio Animal Care Services, San Antonio, Texas

# Destination postcard

- WAGs versus BHAGs
  - Wildly *achievable*
- Numbers or outcomes rather than process or metrics
  - E.g. “No infections” vs. “100%” handwashing compliance”
- Passes the “champagne test” – will you know when to celebrate?



# What does *your* destination postcard look like?

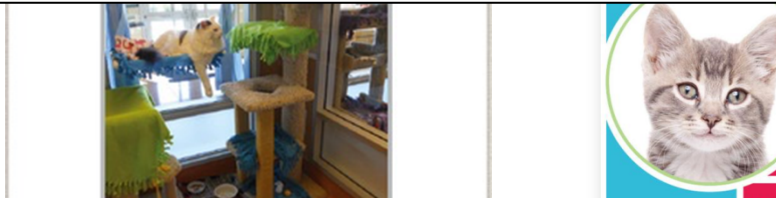




# What does *your* destination postcard look like?

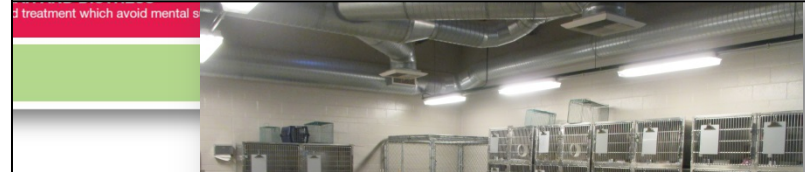
Hi Kate,

Is there any shelter yet that has met or exceeded all the guideline recommendations? It's on our FY16 WAGs to be at 90%, then a 100% for FY17. :)

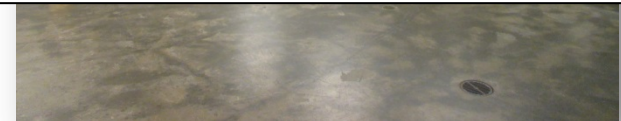


Though most of our cats are adopted within a couple of weeks or so, we do have a handful that will stick around for months, and in extreme cases, a year or two. In every case, we make sure we keep up our side of the bargain in ensuring the 5 Freedoms.

Hi Kate! I have super news...We euthanized 504 fewer feral cats in 2014 than we did in 2013 and I hope this year zero will be euthanized unless for medical reasons.



Another day with an empty feline sickbay! This just makes me so happy, thought I'd share :)



# Shrink the change

- Make the first step smaller
  - Shrink time, number, type
  - Be willing to make exceptions
- Identify easy wins
- Measure progress with many yard sticks



# The power of the “pilot project”



“In most cases, we cannot anticipate every possible turn of events, and no matter how diligently we are prepared, we are eventually caught off guard. Meanwhile, we’ve expended so much time and energy trying to predict future events, soothe future hurts, and prevent future consequences that we have missed out on today’s opportunities.

And the magnitude of the task we have set for ourselves has left us drained, overwhelmed, and distraught.” (Al-anon)

# Start with a short, defined time period...

- “Sometimes it **helps staff if you tell them** that you're trying a change for a set period of time. You know it will work, but they need to see that it works to be okay with it. Say you're going to try it out for three months, 6 months, whatever - and that you'll be monitoring carefully see how it goes, that **you aren't stuck on doing it if it doesn't work.**”

# ...or go all in, but pick when

- Since we **did our policies changes cold turkey**, so to speak, it **really helped that we started in February**, before we were already overloaded with kittens. After the first year of running the shelter and being filled to the rafters with cats, it was a great relief to staff to know that we didn't have to take EVERY cat presented to us, and that we were helping people find alternative and better solutions. **It was positive right from the start.**

# Pick a population to start with and build from there...



“We went from a 40% percent live release rate in 2012 to a 78% live release rate in 2013 for all animals”

Diane Newman, Barry County Animal Shelter, Hastings, MI

# ...or go all in but be ok with less than perfect to start with

- **“When we first jumped all-in in Jacksonville going from no community cat releases to over 5500 in one year we had some ‘pressure release valves’ that allowed politicians and others to request certain animals not be allowed back out. That resulted in about 500 probably unnecessary euthanasia procedures that first year but we focused on the 5500 positives. The next year that number of euthanasia dropped to a couple dozen and by the third year it didn’t even exist. “**

Scott Trebatoski, Hillsborough County Pet Resource Center, Tampa, FL



When you engineer early successes, what you're really doing is engineering hope. Hope is precious to a change effort. It's Elephant fuel.



# Progress motivates progress

- People were almost twice as likely to redeem loyalty cards when they started with 2 free punches out of 10 (with 8 to go) than when they had to get 8 punches starting from zero (34% vs 19%)



# Make progress visible

- Post daily, weekly, monthly stats
- How many yardsticks can you find?
  - Length of stay
  - URI # and severity
  - Medication use
  - Successful alternatives to intake provided
  - Community members served
  - Number transferred in
  - Live release of course
  - What else can you think of?



# Put a face on your progress

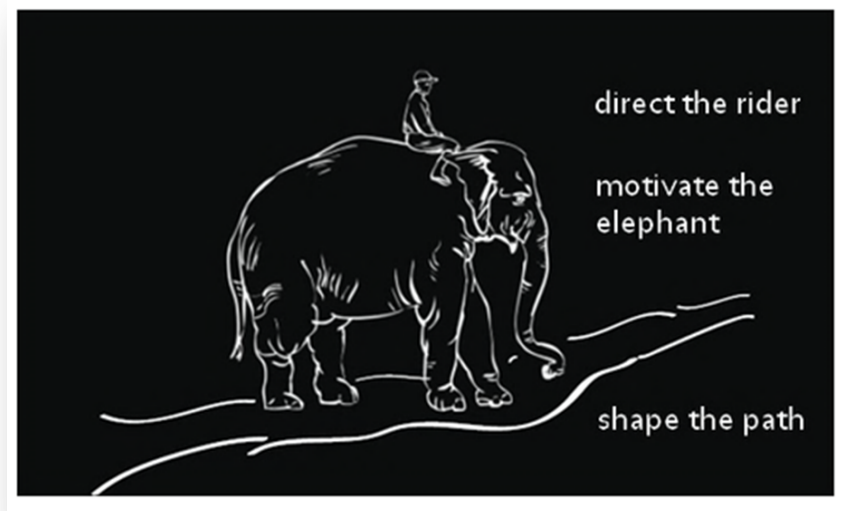
- **Watch for signs** it's working, and **make sure you share those stories** with everyone. Sometimes it's hard to see those when you're working away with your head down, feeling like you are drowning. Sharing stories like "I saw this awesome thing, it was x, can you believe we were able to help **(that animal, that person, that situation)**, **it's amazing we could do that**" helps pull people out of their ruts and see the success.

# Use one successful program to build the next one

- “What I can say about TNR/SNR is **when we chose to fully implement our program, it was an signal to our staff** that we were headed in a dynamic, progressive direction. The processes we used to create and sustain the TNR/SNR program, **allowed us to develop a skill set that is transferrable to many of our other programs.**”

# Shape the path

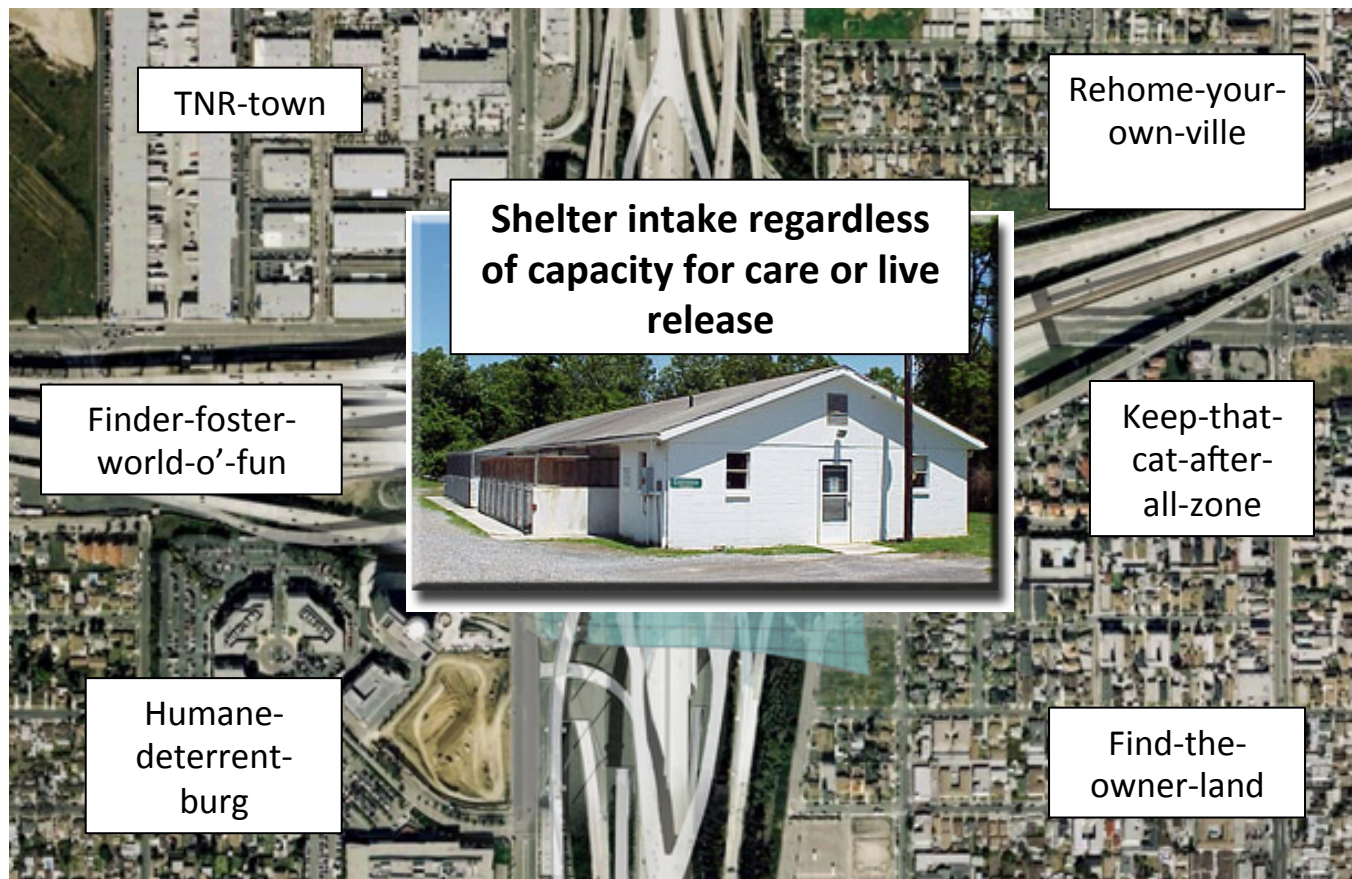
- Decrease friction for desired behavior
- Increase friction for undesired behavior
- Think cost, convenience, timing, societal approval
- Tweaks can work as well as seismic shifts



External and internal audience



# The current path in many places





# Shaping the path: alternatives to intake

- In our case, people **no longer could use the shelter as the “Easy Button”** – a place to drop off cats without trying to find their own solutions to the problem, sometimes of their own making. So for example, someone contacts us saying there are stray cats in their yard/neighborhood. **The old answer would have been: set traps and animal control will go out and pick up the cats. This option has been eliminated. Now we have a conversation...our job is to help facilitate the public to engage in the desired behavior** which could be **TNR** or helping a neighbor with TNR, **not feeding their pets outside** which could be attracting cats, **making their yard unattractive** to cats in various ways, **having a stray cat scanned** for a microchip, **advertising a found cat on Craigslist**, etc.

# Shaping the path: return to field

- We found that making people responsible for actions has been a huge success. When someone **doesn't want a nuisance cat** returned to the field they are obligated to **sign a statement** that they are requesting the cat be euthanized rather than returned and they have to **pay a fee** for that service. **This leads nearly everyone away** from that outcome **because they want the simple and free solution – which in our case is sterilization and return**. 90% of the time those same cats are not an issue and we never see the people come back.

Scott Trebatoski, Hillsborough County Pet Resource Center, Tampa, FL

# Shaping the path: foster to surrender

- I think **our largest strides have been in making the desired behavior easier and undesired behavior harder.** Of the things we've tried, I think our **Foster to Surrender program is a very good example.** When people come in with animals (the vast majority are kittens/cats with URI, but sometimes too young, nursing, in need of socialization, etc.), we ask them to become fosters until we can bring the animal(s) in. **This makes it more difficult to walk away thinking there's a quick fix.** It also **makes the desired behavior of agreeing to foster easier by providing them with everything they need ... i.e. meds, food, litter, crate, etc.**

# Shaping the path: keep your cat

- For low income families, we have a community pet care fund for one time **veterinary care up to \$500**, a **pet food bank** that can be accessed monthly, a senior pet pantry that provides **monthly food and litter delivery to homebound pet owners**, a **behavior helpline, spay/neuter subsidy** and we have a Pets for Life program in the zip code of highest need.

Kathleen Olson, Tacoma-Pierce County Humane Society, Tacoma, WA

# Shaping the path: adopt a cat

- Our application **used to be five pages long; now it is two**. The process is **not as daunting** to people and because it is a shorter application, **I actually get more information** out of people if you can believe it. Prior to C4C, **all members of the family had to come in** to the Shelter to meet the cat before we would proceed. There was a **twenty four hour holding period** because we were worried people would make a snap decision in adopting. We live in a “fast food nation”, and people want to walk in, pick a cat and walk out. **Now I do adoptions right on the spot** if I can, and people can leave with their cat right away.

# A more balanced path





The background of the slide is a photograph of a paved road with yellow double lines, winding through a hilly landscape. The hills are covered in green vegetation and some trees. The road curves from the bottom left towards the top right, disappearing into the distance.

# **In summary...**

**Foster positive dialogue about change**

**Set aside the True But Un-solve-able (right now)**

**Find the bright spots**

**Script the critical moves**

**Rally the group by tapping into identify and pride**

**Create a compelling destination postcard**

**Shrink the size of change and identify easy wins**

**Celebrate incremental progress**

**Shape the path for public and staff**

**AND....**



# Let us help!



**FIVE YEARS. ONE MILLION LIVES.**  
**INFINITE POSSIBILITIES.**

MILLION CAT CHALLENGE IS A JOINT PROJECT OF:  
UC DAVIS KORET SHELTER MEDICINE PROGRAM  
MADDIE'S SHELTER MEDICINE PROGRAM AT THE UNIVERSITY OF FLORIDA

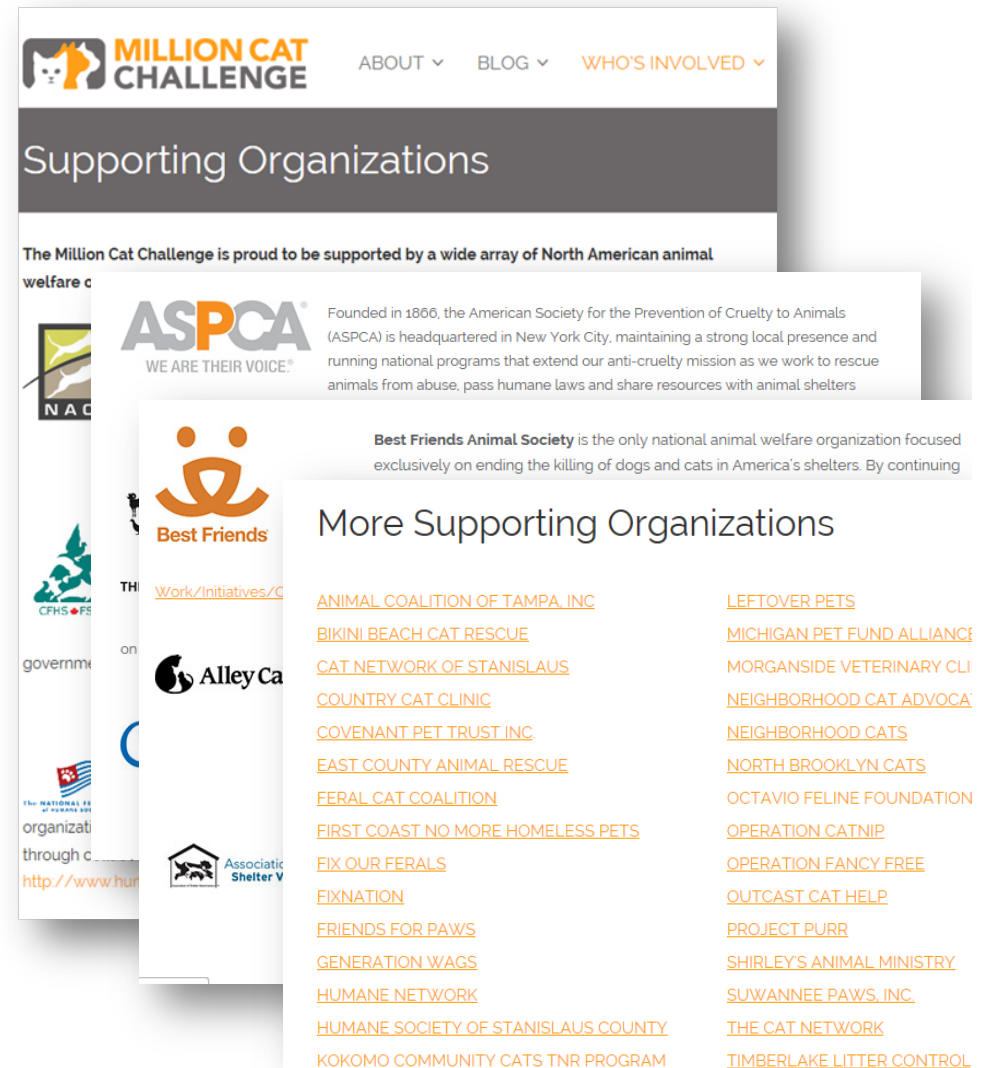
 “ The Million Cat Challenge thanks Maddie's Fund for their generous sponsorship and their dedication to saving the lives of our nation's cats. ”

Lives Saved\*  
**0,128,168**

[www.millioncatchallenge.org](http://www.millioncatchallenge.org)

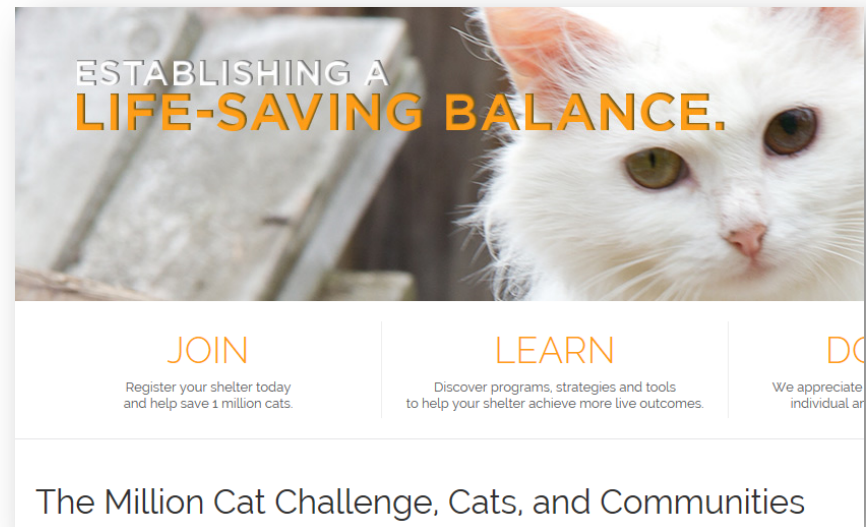
# Our vision and values

- Trust in the inherent desire of shelter professionals to improve care and outcomes for cats
- Create a fun and inclusive community that promotes, enhances and celebrates shelters' success in saving cats' lives



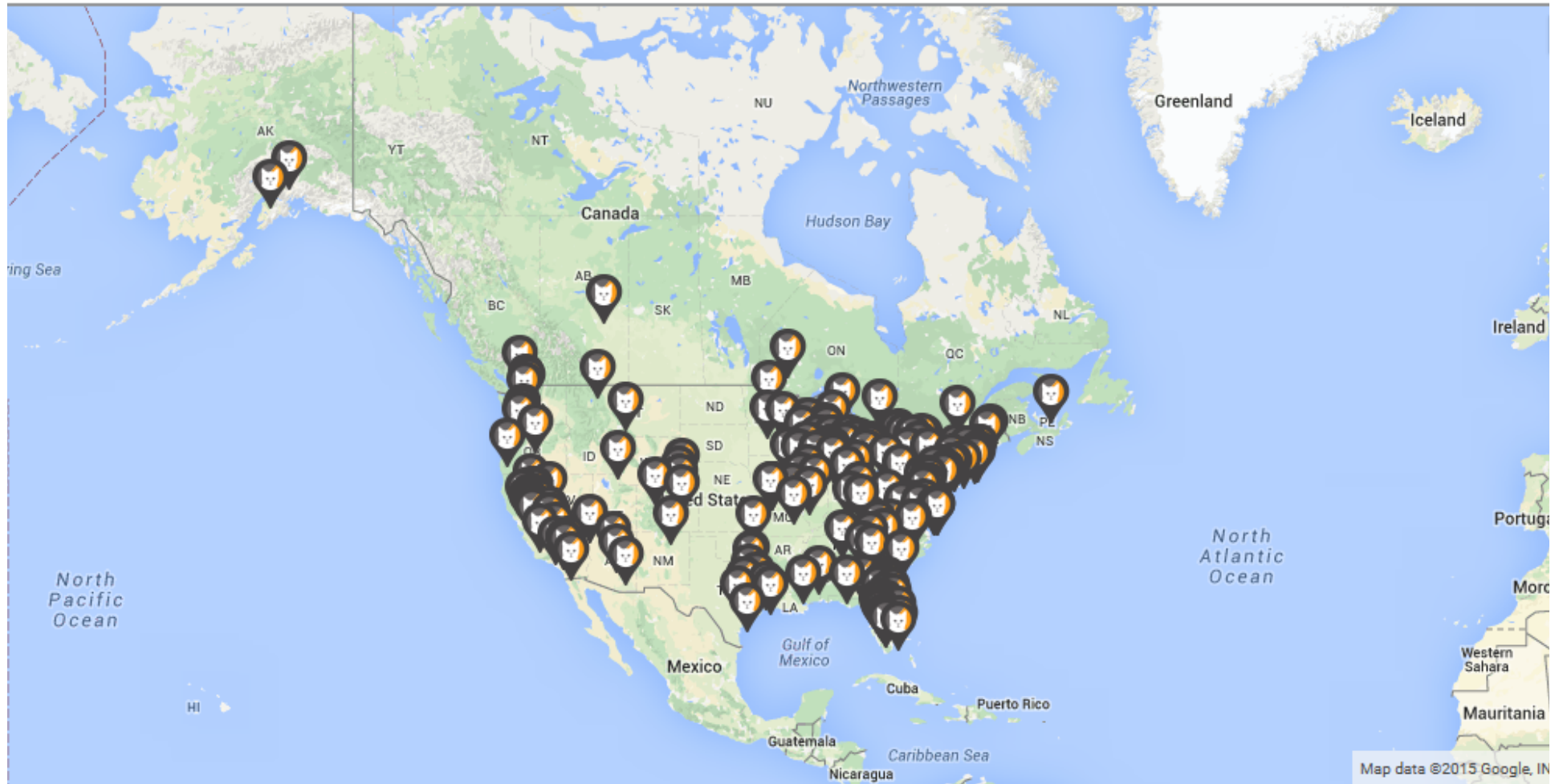
# Setting aside the TBUn

- Shelter focused campaign
  - Modeled on a hospital-focused campaign
- What is in *our* power to change *right now*
- Building outwards to expand community impact over time



<http://www.millioncatchallenge.org/about/cats-communities>

# Finding the bright spots!



# Finding the b

And putting you all in touch via list serve, forum, surveys, newsletter....







Scripting the critical moves:

- ✓ Balancing intake, shelter care and outcomes
- ✓ Evidence based
- ✓ Proven in a variety of contexts
- ✓ Variable resource requirements
- ✓ Can be implemented in part, gradually or all at once; singly, in sequence or in conjunction

# The Big Five

## Alternatives to intake:

Find a new home for cats in the shelter is



## Managed admission:

Get details of the shelter's movement to appropriate



## Capacity for care:

Discover what at any one of the Five Free the shelter.



## Removing adoption barriers:

Expand to adopt



## Return-to-field:

Understand how sterilization, vaccination and return to the location of origin provides an alternative to euthanasia for healthy un-owned shelter cats.



DISCOVER MORE



# Honing in on the details



# Identity and pride



# Identity and pride





# Spreading beliefs

JAVMA<sub>news</sub>

PRACTICE

February 15, 2015



SPECIAL FEATURES: [Leaderboard](#) [Nest](#) [Quizzes](#) [Photos](#) [Blog](#)

EARTH MATTERS ▾ HEALTH ▾ LIFESTYLE ▾ GREY

[MNN.COM](#) ▾ [FAMILY](#) ▾ [PETS](#)

## Initiative aims to save a million cats over 5 years

The Million Cat Challenge is working with North American animal shelters to dramatically reduce the number of felines euthanized each year.

## Million Cat Challenge

Posted Jan. 28, 2015

Two shelter medicine programs have launched the [Million Cat Challenge](#) American animal shelters over five years, according to

## Cat challenge: Save 1 million felines

BY VINCENT DAVIS : JANUARY 21, 2015 : Updated: January 21, 2015 4:20pm

### Public Arrest Records

[instantcheckmate.com](#)

1) Enter a Name & Search for Free. 2) View Background Check Instantly.

[E-mail](#) [Print](#) [Recommend](#) [430](#) [Tweet](#) [4](#) [+1](#) [1](#) [Pin it](#) [0](#)



## Pet Points: 5 ways to ensure cats have 9 lives

January 17, 2015 12:00 AM

By Lawrence Gerson, V.M.D.

## Million Cat Challenge aims to rescue felines

By Pat Bailey  
Written by Tim Goodman

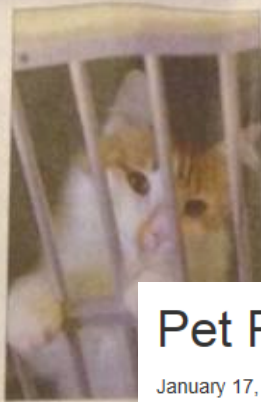
One million homeless and abandoned cats may get a new lease on life over the next five years thanks to the efforts of the Koret Shelter Medicine Program at UC Davis, the Middle's Shelter Medicine Program at the University of Florida, and hundreds of animal shelters throughout North America.

Together, they have launched the Million Cat Challenge in an effort to

dramatically reduce the loss of life among cats in animal shelters. They hope to challenge both municipal animal control facilities and private shelters of all sizes, drawing on the experience of numerous related animal-welfare organizations.

The United States alone is home to more than 13,600 animal shelters, which annually receive about 7.6 million companion animals.

See CAT, Page A7



Dwight was a resident of the Yolo County Animal Shelter earlier this year. The Million Cat Challenge aims to ensure that more cats like Dwight find homes and live long, happy lives instead of



# Our destination postcard

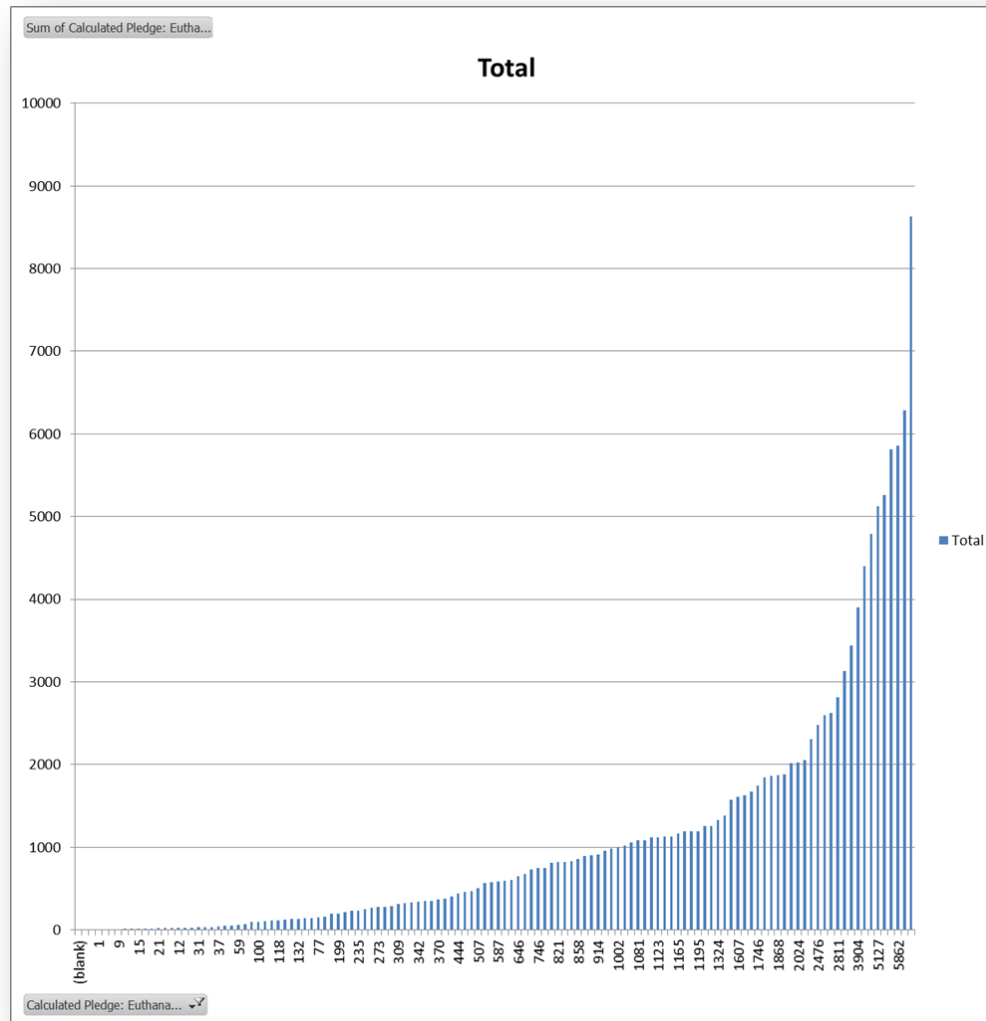


**One million more lives saved at participating shelters from 2014-2019 compared to 2012**



- Shelters report baseline 2012 and current calendar year estimates at enrollment:
  - Live intake, euthanasia, live release
- Numbers, not rates
- Updated annually
- We do the math
  - Euthanasia ↓
  - Live release ↑
  - No double counting
- No individual shelter data made public
- Shelters holding steady or intake declining also welcome

# EVERY cat counts



# We'd love to be part of your destination postcard

## Vancouver shelter announces successful first year of participation in 'Million Cat Challenge'



### Pets Resources



**Monique Balas,**  
Oregonian pets  
columnist



**Local organizations**



**Pet of the Day**



lp

The Vancouver shelter incorporated those initiatives by counseling owners of cats with behavior problems, offering low-cost spay and neuter programs, food and litter assistance, adoption promotions and scheduling intake for owner-surrendered animals.

Its goal was to help 750 cats in its first year, but by following those steps, the shelter found shelter alternatives for an additional 840 cats



#### Pets Resources



**Monique Balas,**  
Oregonian pets  
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**Local organizations**



**Pet of the Day**

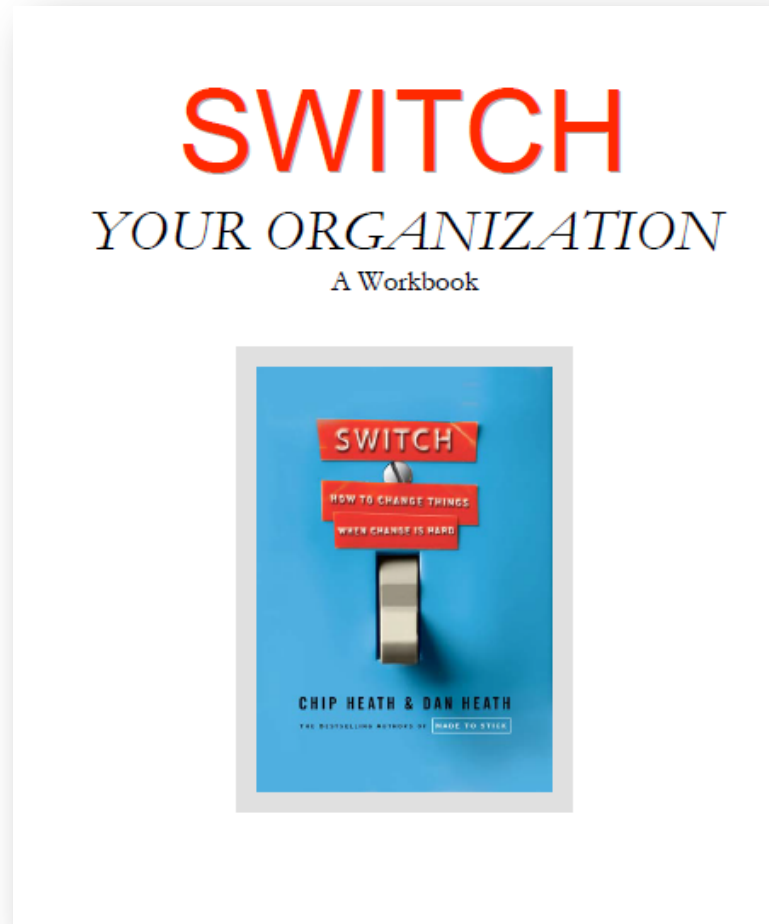
# Can we count you in?

- ✓ Join the Million Cat Challenge at [www.millioncatchallenge.com](http://www.millioncatchallenge.com)
- ✓ Tell your colleagues, friends and community
- ✓ Become a regional mentor/recruiter
- ✓ Follow us on facebook at [www.facebook.com/MillionCatChallenge](http://www.facebook.com/MillionCatChallenge)
- ✓ Give us feedback at [info@millioncatchallenge.org](mailto:info@millioncatchallenge.org)
- ✓ Visit us at booth 526!





# Fun and free – tell us how it goes



<http://heathbrothers.com/member-content/switch-for-organizations-the-workbook/>

# THANK YOU!!!



**ONE MILLION LIVES  
COUNTING ON US!**

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**Lives Saved\***  
**0,118,390**



The Million Cat Challenge is made possible by an educational grant from Maddie's Fund