

BACKGROUND

Humane Alliance keeps all our patients overnight Monday – Thursday but we do release same day on Friday. The majority of our patients arrive via the transport program (Mon-Thu) and with a mid to late morning arrival, it would not be practical to return the transport patients the same day. In the context of our overall clinic flow, we are not sure which publicly owned animals (arrive in the morning) will be done early in the surgical rotation. Therefore it is most efficient for our flow to keep all the animals overnight.

Some clinics choose to release all the animals the same day or a blended approach (dogs the same day; cats next day). Clinics that take this approach should be aware of the challenges to staffing, overtime risks and realistic daily surgical numbers. Use the following flow milestones and sample clinics to understand the dynamics of both approaches.

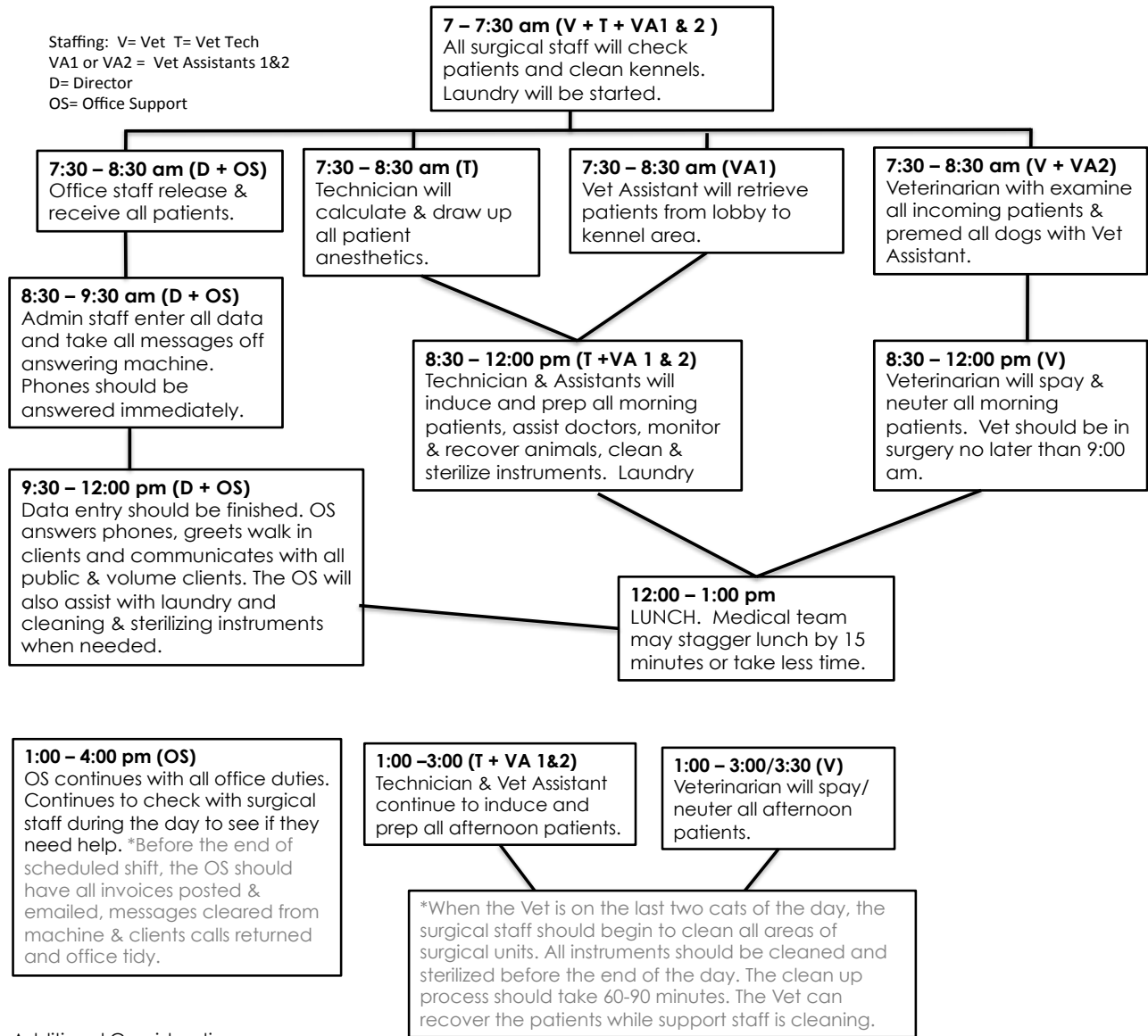
FLOW MILESTONES FOR 1-VET CLINIC (35 SURGERIES PER DAY)

1. With 25 animals, medical check-in should take 30 minutes. This includes exam and pre-meds. As you move up into the 30's, check-in time will extend to 45 minutes.
2. Goal to have first animal in surgery at 8:30-8:45 am but no later than 9:00 am (assumes an 8:00 am check-in time or 30-45 minutes after your intake time).
3. Tech should stop assisting with check-in process and start drug draws around 8:20 am. Drugs should be drawn for first 10 patients in 20 minutes so at 8:40am. Total time for all drug draws is approximately 1 hour.
4. Goal to have 4+ surgeries completed in the first hour and continue at a pace of 5-7 animals per hour for a total of 5-1/2 to 6-1/2 hours of total surgery time. Many clinics set a goal to finish dog surgeries before breaking for lunch; with cats after lunch.
5. Good flow requires the next patient already in place on the second table, prepped for surgery, at the time the current surgery is being closed. This enables the veterinarian to change gloves, acquire suture and begin the next surgery with no downtime in between.
6. All publicly owned animals must be fully awake before release therefore a minimum of 2 hours is needed post-surgery. 3 hours is a higher standard. The minimum time also depends on your drug cocktail.
7. Your surgical flow may be compromised if you do not have the correct number or type of packs available to complete your surgical day.
8. The physical layout of your clinic can affect your flow in terms of how far the staff has to go to & from the kennel rooms and to & from the laundry/pack area.

9. Develop your own chart for how long your particular pre-med cocktail is effective. You do not want to pre-med too many and have their drugs wear-off before surgery.
10. Rechecks should be scheduled either in the morning, at lunch or the end of the day to minimize interruptions to the surgical schedule.
11. Allowing late arrivals, walk-in wellness services or offering extra services (dentals, tumor removals, cherry-eye repair) will interrupt your clinic flow and lengthen the day.
12. The vet must be on site before any medications are given to the patients. At the end of the day, the vet leaves once he/she is comfortable that all patients are stable.

SAMPLE NEXT DAY RELEASE FLOW

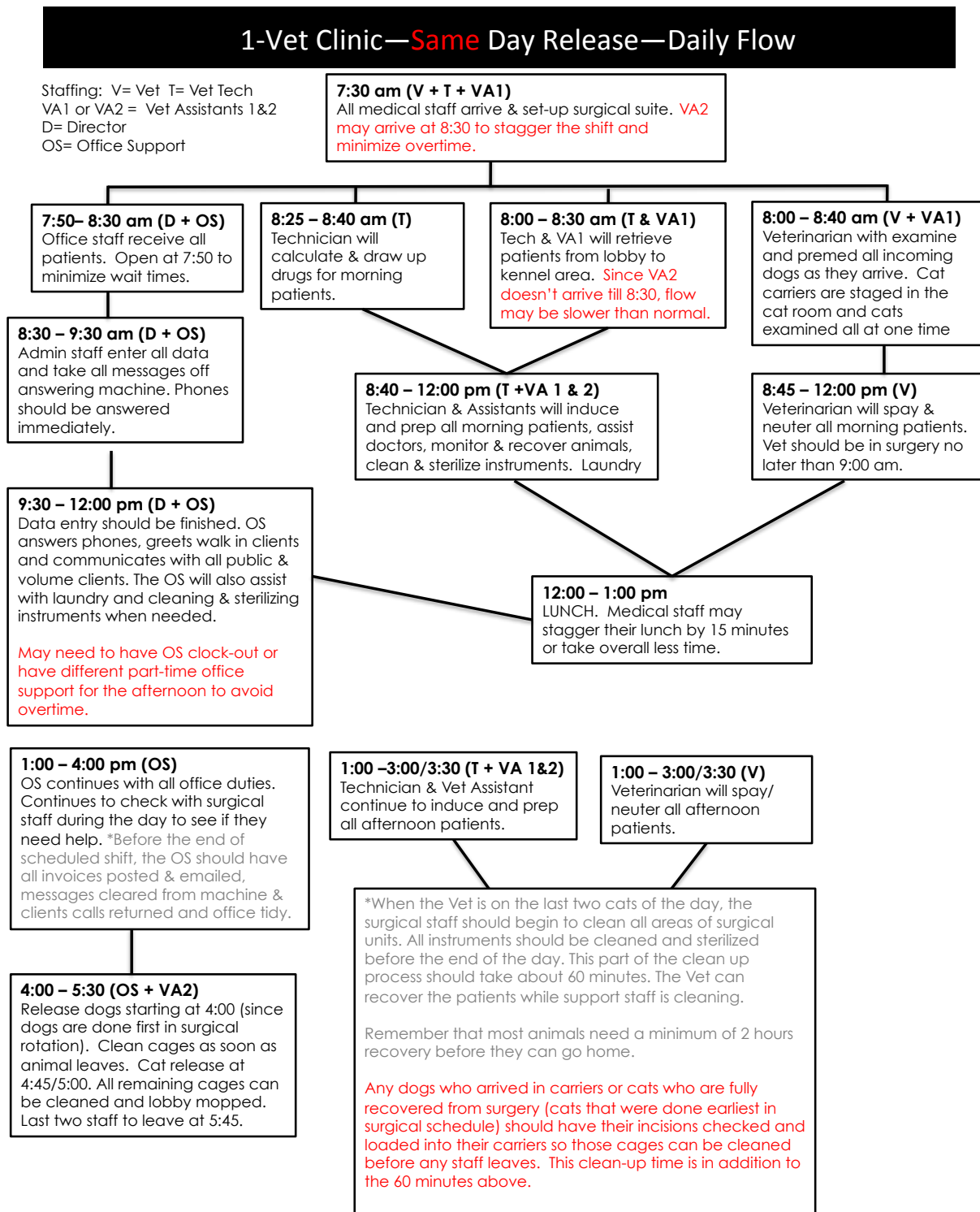
1-Vet Clinic – Next Day Release – Daily Flow



Additional Considerations:

1. On Monday, the staff can arrive at 7:45 since there are no animals to release.
2. Friday afternoons before release can be used for inventory ordering and weekly cleaning tasks. Not all staff is required to stay for release.

SAMPLE SAME DAY RELEASE FLOW



SAMPLE SAME DAY RELEASE – 1-VET CLINIC

- Not allowed to hold animals overnight per zoning requirements.
- Operates 5 days per week with 60% public and 40% partner business.
- Average 30 animals per day; 7-9 dogs and balance cats due to higher demand for cat appointments. 35 animals/day is possible but is a stretch due to surgical speed of vet.
- Staffing is 1 Vet + 3 medical support (2 techs & 1 assistant), 1-1/2 administrative staff. Regular volunteers used in the office.

| TIME | EVENT |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| 7:15am | 1 office support + 1 vet assistant start clinic set-up |
| 7:30am | Intake begins. Vet and tech arrive and begin patient exams until approximately 8:30am |
| 8:30am | 2nd vet tech arrives |
| 8:30 - 11:00am | Office support handles calls, data entry then clocks-out at 11:00 for 2-hour break |
| 8:45am – 12:00pm | Medical staff in surgery and finishes dogs and starts cats |
| 12:00 – 1:00pm | Medical staff take rotating lunch breaks of 30 mins |
| 1:00 – 2:30pm | Medical staff finishes surgery & office staff finishes changes to data entry |
| 2:30 - 3:30pm | Medical staff handles, cleaning, packs/laundry and drug log |
| 3:30pm | Medical staff checks patient incisions and begin loading into carriers. 1st vet assistant goes home. Vet goes home after last recheck |
| 4:00 - 5:30pm | Patient release with dogs first and cats later. Vet tech goes home 4:15-4:30pm |
| 5:30pm | Close. 2nd Vet tech and office support go home after last cleaning & end of day reports/financial reconciliation |

SAMPLE NEXT DAY RELEASE-1 VET CLINIC

- Hold animals overnight except for Friday when same day release and less animals scheduled
- Operates 5 days per week with 50% public and 50% partner business.
- Averages 35 animals per day: 10 dogs and remainder cats
- Staffing is 1 vet + 3 medical support (2 techs & 1 assistant), 1-1/2 administrative staff. No volunteers.

| TIME | EVENT |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:15am | 2 admin + 3 medical support arrive to set-up surgery |
| 7:30am | Intake begins and vet arrives. 2 admin doing check-in, 3 medical support running animals back and vet doing exams on dogs as they come back |
| 8:00am | Intake slows down and tech starts to draw drugs for am patients. 1 assistant in laundry/packs |
| 7:30 - 8:30am | Vet exam for cats with 2nd assistant. In surgery by 8:30am or 8:45am |
| 8:30am – 12:00pm | Medical staff in surgery and finish dogs and start cats. Office staff handles calls, data entry and finishes except for changes to paperwork |
| 12:00 – 12:30pm | Vet + 3 medical staff take 45 mins for lunch--staggered by 15 mins |
| 12:30 – 2:30pm | Back in surgery. 1 assistant on packs/laundry throughout the day. Office staff finishes up changes to paperwork |
| 2:30 - 4:00pm | Clean up at end of day and walking dogs as needed. Vet leaves after last patient check and rechecks. Admin & medical support leave depending on times of arrival |

TROUBLESHOOTING FLOW

If you are finding inconsistencies or challenges with your daily flow, you can create a simple chart to measure different flow milestones. For example:

| | FD | MD | FC | MC | Check-In Start/Finish | Surgery Start | # Surgery First Hour | # Surgery Pre-lunch | Surgery End | Comments |
|-----|----|----|----|----|-----------------------|---------------|----------------------|---------------------|-------------|----------|
| Mon | | | | | | | | | | |
| Tue | | | | | | | | | | |
| Wed | | | | | | | | | | |
| Thu | | | | | | | | | | |
| Fri | | | | | | | | | | |

A similar exercise to chart the responsibilities and total hours for your staff:

| Monday Time | Who | Doing What | Comments |
|-------------|-------------------|-------------------------|----------|
| 7:30 | Medical | Suite Set-Up | |
| 7:30 | Admin | Phones | |
| 7:45 | All | Start Check-In | |
| 7:45-8:40 | Vet & Vet Asst 1 | Pre-Op Exams | |
| 8:20 | Tech | Draw am drugs | |
| 8:30 | Admin | Start Data Entry | |
| 8:35 | Tech & Vet Asst 2 | Induce & Prep First Dog | |
| 8:45 | Medical | In surgery | |
| 8:45 | Vet Asst 1 | Mop Lobby | |
| | | | |

Total Monday Hours:

- Vet:
- Tech:
- Vet Assistant 1:
- Vet Assistant 2:
- Admin 1:
- Admin 2: