

## Supplementary material - Survey

Survey items in section 1 were posed to all survey participants.

Survey items in section 2 were posed only to veterinarians.

Survey items in section 3 were posed only to non-veterinarian leadership.

### SECTION 1 OF 3

Veterinarians and Leadership at Animal Sheltering Organizations

We are conducting an informal survey to investigate the working relationship between veterinarians and leadership at animal sheltering organizations. The responses to this survey are anonymous and will be used to facilitate discussions on fostering collaborative veterinary teams within organizations. The insights gathered will be shared in lectures and written materials for the purpose of guiding these discussions. This survey should take approximately 10 minutes to complete.

If you are associated with multiple organizations, please choose the one with whom you are most commonly affiliated for the following questions. Thank you for your time and valuable contribution to this survey.

#### Is the organization you are affiliated with a: (multiple choice)

- Government Animal Control Agency
- Nonprofit Animal Welfare Organization WITH animal control contract(s)
- Nonprofit animal welfare organization WITHOUT animal control contract(s)
- Nonprofit animal welfare organization WITHOUT shelter facility
- For-profit animal services organization
- Other...

#### What is your organization's annual intake? (multiple choice)

- < 500
- 500-999
- 1,000-4,999
- 5,000-9,999
- 10,000-24,999
- 25,000+

#### What is your organization's annual operating budget (rough estimate)? (multiple choice)

- < \$100,000
- \$100,000-\$499,999

- \$500,000-\$999,999
- \$1,000,000 - \$4,999,999
- \$5,000,000 - \$9,999,999
- \$10,000,000 - \$24,999,999
- >\$25,000,000

**Are you from California? (multiple choice)**

- Yes
- No

**Where is your organization's geographic area? (multiple choice)**

- Northeast (ME, VT, NH, MA, RI, CT, NY, NJ, PA, DE)
- Mid-Atlantic (MD, VA, DC, NC, TN)
- Southeast (SC, GA, FL, AL, MS, PR)
- Midwest (WI, MI, IL, IN, OH, WV, KY)
- Great Plains (ND, SD, MN, NE, IA, KS, MO)
- South Central (OK, AR, TX, LA)
- Mountain (MT, ID, WY, NV, UT, CO, AZ, NM)
- Pacific (WA, OR, CA, AK, HI)
- International

**Are you a Veterinarian? \* (multiple choice)**

- Yes
- No

## SECTION 2 OF 3

### Veterinarian Survey Questions

We are conducting an informal survey to investigate the working relationship between veterinarians and leadership at animal sheltering organizations. The responses to this survey are anonymous and will be used to facilitate discussions on fostering collaborative veterinary teams within organizations. The insights gathered will be shared in lectures and written materials for the purpose of guiding these discussions. This survey should take approximately 10 minutes to complete.

If you are associated with multiple organizations, please choose the one with whom you are most commonly affiliated for the following questions. Thank you for your time and valuable contribution to this survey.

**What is your title? (short answer text)**

**Are you on the leadership team for the organization (management or in a decision-making capacity within the organization)? (multiple choice)**

- Yes
- No
- Other...

**How many years have you been practicing Veterinary Medicine? (multiple choice)**

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20 years or more

**How many years have you been working with your current CEO or executive director (leadership of the organization)? (multiple choice)**

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20 years or more

**In your opinion, what contributes to a successful working relationship between a Veterinarian and Leadership? (long answer text)**

**As a Veterinarian, what are the key challenges you face when working closely with Leadership? Please select all that apply. (checkboxes)**

- Lack of effective communication
- Differences in priorities or conflicting goals
- Limited understanding or appreciation of veterinary expertise and/or regulatory requirements
- Insufficient allocation of resources for veterinary care
- Inadequate support for implementing best practices in animal welfare
- Lack of transparency in decision-making processes
- Difficulty in balancing medical care with organizational constraints

Inadequate recognition or involvement in organizational decision-making  
Compensation for veterinarians and veterinary teams  
Other...

**What keeps you at your organization? Please share your thoughts and experiences.**

**How aligned are you with the goals for the organization set by Leadership? (linear scale)**

- 1, Not aligned at all
- 2,
- 3,
- 4,
- 5, Completely aligned

**How aligned are you with the approach Leadership is taking to achieve the organizational goals? (linear scale)**

- 1, Not aligned at all
- 2,
- 3,
- 4,
- 5, Completely aligned

**How valued and respected do you feel in terms of having a voice in decision-making processes related to veterinary matters? (long answer text)**

**How valued and respected do you feel in terms of having a voice in decision-making processes related to those matters that impact your work but may not be explicitly within a veterinarian's scope (example, intake decisions, population management)? (long answer text)**

**How would you rate the clarity of Leadership's communications to you regarding organizational goals, policies, and expectations? (linear scale)**

- 1, Unclear and confusing
- 2,
- 3,
- 4,
- 5, Crystal clear and well-defined

**How often does Leadership solicit feedback from veterinarians? (linear scale)**

- 1, Never, or rarely
- 2,
- 3,
- 4,
- 5, Constantly, or always

**How frequently do you receive updates and information from leadership regarding organizational changes, decisions, and important matters affecting your work as a veterinarian? (checkboxes)**

- Daily
- Weekly
- Monthly
- Quarterly
- Annually
- Never
- Other... *open text response*

**Do you feel the resources provided to you by Leadership are adequate to do your job as a veterinarian? (linear scale)**

- 1, Insufficient support, hindering the veterinary team's ability to provide optimal care
- 2
- 3
- 4
- 5, Highly sufficient, providing ample support for the veterinary team to deliver optimal care

**How would you rate the effect of the organization's culture on your work as a veterinarian? (linear scale)**

- 1, Extremely negative and unsupportive
- 2,
- 3,
- 4,
- 5, Extremely positive and supportive

**How would you rate the effect of the veterinary team's culture on the work of the organization? (linear scale)**

- 1, Extremely negative and unsupportive
- 2,
- 3,
- 4,
- 5, Extremely positive and supportive

**To what extent does the organization prioritize the health and well-being of veterinarians? (linear scale)**

- 1, Very little to no priority
- 2,
- 3,
- 4,
- 5, High priority with extensive support

**What are the top 1-3 things you currently do or would like to do to create a good working relationship between vets and leadership? (long answer text)**

**Is there anything else you would like to share with us about your working relationship with Leadership? (long answer text)**

## **SECTION 3 OF 3**

### **Leadership Survey Questions**

We are conducting an informal survey to investigate the working relationship between veterinarians and leadership at animal sheltering organizations. The responses to this survey are anonymous and will be used to facilitate discussions on fostering collaborative veterinary teams within organizations. The insights gathered will be shared in lectures and written materials for the purpose of guiding these discussions. This survey should take approximately 10 minutes to complete.

If you are associated with multiple organizations, please choose the one with whom you are most commonly affiliated for the following questions. Thank you for your time and valuable contribution to this survey.

**What is your title? (short answer text)**

**How many years have you been in Animal Welfare? (multiple choice)**

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20 years or more

**How many years have you been working with your current veterinarian?**

**Please consider the veterinarian with whom you most closely work, especially if you work with various veterinarians. (multiple choice)**

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 20 years or more

**In your opinion, what contributes to a successful working relationship between a veterinarian and leadership? (long answer text)**

**What are the key challenges you face as Leadership when working closely with a veterinarian? Please select all that apply. (checkboxes)**

- Lack of effective communication
- Balancing financial constraints with the need for quality veterinary care
- Limited knowledge of veterinary practices and protocols
- Managing the expectations and demands
- Integrating veterinary goals with overall organizational goals
- Ensuring compliance with legal and regulatory requirements
- Addressing conflicts between veterinary recommendations and organizational priorities
- Managing veterinary team culture with other departments
- Other...

**What keeps veterinarians at your organization? Please share your insights and experiences. (long answer text)**

**What has led veterinarians to leave your organization? Please share your insights and experiences. (long answer text)**

**Do you think the veterinarian is in alignment with the goals for the organization set by Leadership? (linear scale)**

- 1, Not aligned at all
- 2,
- 3,
- 4,

5, Completely aligned

**Do you think the veterinarian is in alignment with Leadership's approach to achieving the goals? (linear scale)**

- 1, Not aligned at all
- 2,
- 3,
- 4,
- 5, Completely aligned

**How would you rate the veterinarian's understanding of Leadership's goals, policies, and expectations? (linear scale)**

- 1, Unclear and confusing
- 2,
- 3,
- 4,
- 5, Crystal clear and well-defined

**How often does Leadership solicit feedback from veterinarians? (linear scale)**

- 1, Never, or rarely
- 2
- 3
- 4
- 5, Constantly, or always

**How frequently do you provide updates and information to veterinarians regarding organizational changes, decisions, and important matters affecting their work? (checkboxes)**

- Daily
- Weekly
- Monthly
- Quarterly
- Annually
- Never
- Other... *open text response*

**To what extent do you believe that the available resources adequately support the veterinarian in carrying out their responsibilities and providing optimal care? (linear scale)**

- 1, Insufficient support, hindering the veterinary team's ability to provide optimal care
- 2



3

4

5, Highly sufficient, providing ample support for the veterinary team to deliver optimal care

**How would you rate the effect of the organization's culture on the work of the veterinarian(s)? (linear scale)**

1, Extremely negative and unsupportive

2

3

4

5, Extremely positive and supportive

**How would you rate the effect of the veterinary team's culture on the work of the organization? (linear scale)**

1, Extremely negative and unsupportive

2

3

4

5, Extremely positive and supportive

**Rank order your organization's priorities from this list (multiple choice grid)**

**Highest priority, High priority, Neutral, Low priority, Not a priority, Not applicable**

Reducing length of stay (time spent by animals in the organization)

Maximizing the number of animals in the organization

Health and wellbeing of animals

Staying within budget & fundraising

Public safety & field services

Access to care programs

Health and wellbeing of staff

Improving outcomes (adoptions, transfers, RTO, etc.)

Intake diversion and keeping pets with families

Organization spay neuter

Public spay/neuter

**Is there anything else you'd like to share with us about your working relationship with veterinarians? (long answer text)**