



*Improving the
Veterinary Profession*

Life-changing. Industry- transforming.

BLUE HERON CONSULTING
PROSPECTIVE CLIENT VIEWBOOK

A LETTER FROM



STITH KEISER

Chief Executive Officer
Blue Heron Consulting

Dear Colleague,

I received a text from a seasoned practice owner that read *"Thank you, friend, for this opportunity. I never knew practice ownership could be this rewarding."* As a fellow practice owner, I'm excited to celebrate with you what we get to do as veterinary professionals – because I believe that we all deserve to feel the way the veterinarian in that text feels.

Blue Heron Consulting (BHC) exists to help you accomplish your *Why*. For some of our clients, that *Why* is the financial freedom that comes with responsible, successful practice ownership. For others, it's the ability to design a lifestyle. For many, it's the ability to build and maintain a team culture of which they can be proud. Whatever your *Why*, BHC's team of veterinarians, managers, and practice owners gets out of bed every morning to help you accomplish it.

Over the last several years, we have been fortunate to help shape the lives of countless veterinarians, managers, support staff, and equally importantly, their families, by maximizing their *Why* each and every day. From rural America to suburbia to big cities and from one-doctor ambulatory practices to multi-site, multi-veterinarian hospitals across North America – we are proud to serve our profession.

This calling to serve is at the heart of how BHC accomplishes what we do for you. When my partner and I developed BHC, we didn't want to be just another consultant – someone who came in, told you what do, and then walked away. We believed that we could help hospitals accomplish lasting results if we started with your definition of success and took the time to understand your unique hospital – your model, your team, your clientele, and your financial health – and then actually guided you down the path to success.

My team and I look forward to the opportunity to work with you and your team. As the blue heron in our logo suggests, stick your neck out there and let us help you make practice ownership as rewarding as it can be.

All my best,

Stith Keiser



My whole perception of veterinary medicine has changed for the better and I can honestly tell you that I enjoy my job more than I ever have. For the first time in my career I feel like I would actually encourage my own kids to join the profession.

— Seth Lundquist, DVM
Alpine Animal Hospital





YOUR LEADING VETERINARY CONSULTING TEAM

You have a dream. We'll help you get there.

Blue Heron Consulting's team coaching approach is as unique as your veterinary hospital. We offer comprehensive operational, financial, and medical coaching *for* veterinarians and managers *by* veterinarians and managers.

Our coaches are renown for their medical skills, business acumen, and clear thinking. We are small animal, mixed animal, and emergency veterinarians, hospital administrators, industry professionals, and more. It is this intellectual and experiential diversity that allows us to understand, support, and coach virtually any practice.

OUR MISSION

Improve the lives of veterinary professionals while enhancing client experience, building sustainable profitability, and elevating the quality of care for all animals.

You dedicate your lives to helping animals. It doesn't always come easy. Being a skilled clinician is only part of running a successful and rewarding veterinary practice. Many veterinarians struggle creating the systems, culture, and business acumen required for sustainable success. We love the moment when the lightbulb comes on. When you realize you can do it. And when the future finally seems brighter than you thought it could ever be.



Blue Heron Consulting is a life saver. They were able to see the forest through the trees when we no longer could. It is hard work, but so worth it. We now have a tremendously happy staff and production keeps going up.

— Stephanie Adamson
Gentle Touch Animal Hospital



WHAT WE DO

Our team of veterinarians, practice owners, managers, and industry professionals help you achieve your *Why* by focusing on five key areas:

Strategic financial analysis and advising

Prior to our on-site visit, we will analyze your practice's financial data. This allows us to work with you one-on-one to acquire new ways to reach your financial goals moving forward.

Medical team coaching

Ensuring your team has the tools, training, and resources to consistently offer and deliver your definition of best medicine.

Improving communication

Externally to drive compliance and internally to ensure your team is working in sync toward a common vision.

Increasing team performance

As practicing best medicine and improved communication occurs, your team will see more compliant clients, healthier pets, and will strive for best patient care and customer service every day.

Creating an environment of accountability

As the team works together to develop your vision of best medicine, all members of the team will feel empowered and a higher level of accountability will naturally follow.





It's the personalization of everything. It helped me to become a better manager to help the team. They work one on one with you and they come in and work with your team. They are not there for the money, they are there to help you grow.

— Angie Sevier, CVPM
Lebanon Animal Hospital



OUR WHY

IS TO CHANGE LIVES.



We exist to change lives. We take the time to understand your *Why* and are passionate about giving you the guidance, resources, and skills to live the kind of life you want to live. Because you deserve that.

At the core of Blue Heron Consulting is a coaching and support team that will work to amplify your strengths, build systems to remove gaps in care and workflows, and create a culture of leadership within your team. We work with you to deal with challenges as they come, make sustainable and effective improvements, and build the kind of life and business that you desire.

"It wasn't just a 'Here's what you can do and now it's yours to deal with.' It was 'Here's what we can do together.'"

We're all here because we've seen and lived the difference that Blue Heron Consulting can make. We are fueled by the desire to improve the lives of practice owners, their team members, and their clients, as well as elevate the level of care for their patients. Once we understand your *Why* and what fuels you, we guide you down the path of personal and professional fulfillment.



Blue Heron Consulting has been instrumental in ensuring a smooth startup for us. We truly feel as though we were saved from a lot of pitfalls that most new owners succumb to, and with them on our speed dial we hopefully save ourselves a lot of time and money! All is well here; the business is **BOOMING!**

— Christine Nickerson, DVM
Bennington Animal Hospital



WE CHANGE LIVES FOR **ASPIRING OWNERS**

Blaze your trail. Live life on your own terms, supported by a team who has been there before.

"How do you define success?" is one of the first questions you'll be asked by your BHC coach. For some, it's financial freedom. For others, it's the creative freedom to choose how they practice. Others cite the desire to build a career that provides the freedom to enjoy family and life outside of their jobs.

The path to ownership is exciting, albeit nerve-racking at times, and it's important to choose your first steps wisely. BHC's coaches are here to guide you through the process, helping you accomplish your *Why* and achieve your definition of success.

"They were wonderful to have alongside because I have never done this before. I've never purchased a practice. Having someone who had experience with everything, from establishing our new LLC to the purchase agreements, all of that was very helpful for me; especially since I was a full-time practicing veterinarian. It would have taken me an extremely long time to figure out on my own."

— Jill Dentel, DVM
Countryside Animal Clinic



Blue Heron Consulting has made practice fun again. They listen, observe and evaluate before making recommendations that fit our practice. They have a special way of empowering, guiding and supporting staff to bring out the best in everyone and to bring about change from within.

— John Hallett, DVM
Hallett Veterinary Hospital





WE CHANGE LIVES FOR **ESTABLISHED OWNERS**

Going from good to great.

Staffing. Accounts payable. Noncompliant clients. Increased competition. Student debt. Sometimes the fairy tale of practice ownership gets lost in the day-to-day challenges facing much of our profession.

But, does it have to be this way? Maybe you're a practice owner currently feeling bogged down with hurdles like these, or maybe you've overcome many of the traditional challenges and are looking to take your practice to the next level.

Wherever you are in your practice journey, the BHC team is ready to guide you from where you are to where you want to be.



**I think what they are doing is
phenomenal.**

— Lisa Norkunas, RVT
Rialto Animal Hospital




WE CHANGE LIVES FOR **TRANSITIONING OWNERS**

Freedom and fulfillment. Build a retirement you can be excited about.

On Blue Heron Consulting's team are veterinarians who have not only orchestrated their own successful transitions from practice, but have also helped many others do the same.

We are here to help you create your own path. Whether you call it your exit strategy, transition phase, or succession plan, this process is the best opportunity to set a vision for your career, lay the groundwork, and exit on your own terms.



I was washing the dishes at home tonight thinking about how far we have come over the past couple of years. Honestly, we have come further and much faster than I ever anticipated, and it is wonderful. Never in my wildest dreams did I think that I would be moving into a beautiful home with acreage after the past 10 years of grinding away with very little to show for it. That's where I want to tell you guys thank you. My life and my family's life are exponentially better because of what you guys have helped to accomplish. Life is better for a lot of people because of what we have achieved. It is better for people that work at Alpine, our clients, and their pets.

— **Steve Haymore, DVM**
Alpine Animal Hospital



HOW WE DO IT

We don't tell you what your vision should be. *We listen.*

Everything we do is based on you – your goals, your mission, and your vision. We do it differently than others. You and your team will work with both practicing veterinarians and experienced management professionals who serve as your Medical and Operational Coaches.

You may look for increased profitability, better patient care, stronger leadership from your team, a favorable work/life balance, or something else entirely. We'll give you the coaching, tools, and support to guide you from where you are now to the place that gets you truly excited about your life.

We achieve this through three steps:

1 THE ASSESSMENT

2 THE DIAGNOSTIC VISIT

3 OUR COACHING

THE ASSESSMENT

Your first step is the Assessment. We will work to understand your *Why*, your goals, and your current situation (including financials, culture, operations, and consistency of care) in order to get a clear picture of where you are now and where you want to be.

We take a careful look at your numbers. Our goal is to deeply understand the health of your practice. This is entirely non-judgmental – we just need to objectively understand who you are, your goals, and the path in front of you.

THE DIAGNOSTIC VISIT

Your second step is the Diagnostic Visit. Sustainable profitability, best medicine, and a great culture can't be achieved merely through looking at your numbers. We send a team into your practice – a Medical Team Coach and an Operational Coach. We match the numbers to the ebb and flow of your daily practice so that we can gain a clear picture of the whole story.

There are no shortcuts to sustainable success, and we believe that a great practice needs both stellar medicine and management.

OUR COACHING

Your third step is where the magic happens.

Once we know where you are and where you want to go, we will help you walk the right path. We have worked to bring coaches into the fold that have seen it all – mixed animal, small animal, emergency, and more. And we will match you to coaches that are uniquely befitting to your circumstance.

The result will be a path and a future that you deserve.



**The results were mind blowing.
The changes in the hospital
stretched from the front desk to
the doctors. The profitability sky
rocketed and we continue to
improve now three years out.**

— Teva Stone, DVM
Wellington Animal Hospital



RESULTS

Increased profitability is not a purpose.

It's a byproduct of medicine and operations working harmoniously together at a high level. It is a tool to live the kind of life that you not only desire, but deserve. Through our comprehensive coaching, BHC clients average the following results when compared to the year prior without BHC.

2-3X INCREASE IN
NET INCOME

DECREASE
IN COGS **8%**

4.7X RETURN ON
INVESTMENT

30% INCREASE IN
GROSS REVENUE



CASE STUDY #1

5-DVM MIDWEST PRACTICE | SMALL ANIMAL

\$153

INCREASE
IN ACT

\$10.3M

INCREASE IN
PRACTICE VALUE

124%

INCREASE IN
NET INCOME

CASE STUDY #2

4-DVM NORTHWEST PRACTICE | MIXED ANIMAL

8%

DECREASE
IN COGS

\$1M

INCREASE IN
GROSS REVENUE

18X

INCREASE IN
PRACTICE VALUE

CASE STUDY #3

1-DVM SOUTHEAST PRACTICE | SMALL ANIMAL

2X

INCREASE IN
NET INCOME

\$108K

INCREASE IN
GROSS REVENUE

60%

INCREASE IN
PRACTICE VALUE

CASE STUDY #4

3-DVM ROCKY MOUNTAIN PRACTICE | MIXED ANIMAL

\$113

INCREASE
IN ACT

\$713K

INCREASE IN
GROSS REVENUE

57%

INCREASE IN
NET INCOME



**This has been the greatest
experience of my professional
career. I don't think good will ever
be good enough anymore.**

— Kelli Sue Kerwin, CVPM
Former CEO & Hospital Owner



TAKE YOUR PRACTICE TO THE NEXT LEVEL

We're ready when you are.



LEARNMORE@BHCTEAM.COM



WWW.BHCTEAM.COM

We work with many veterinarians who have built limits into their business; instead of building a sustainable venture, they work to do everything themselves. Long hours, high stress, thin profits, and inconsistent patient care become a burden to grin and bear. It can cause even a great doctor to question whether or not they are good enough to do it. These problems are not specific to any one kind of veterinary practice. They can be found in solo-practitioners in the rural countryside, multi-doctor practices in the suburbs, or large, multi-location hospitals in big cities. This is a symptom of the old way of building and running a veterinary practice.

We coach the new way.

The Blue Heron Consulting team believes you deserve to live a life you can be excited about. We exist because we believe you deserve to build and run the kind of practice that you know, deep down, you are capable of creating. There is a path to this kind of life. We just show you how to walk it.

Visit www.bhcteam.com or e-mail learnmore@bhcteam.com to schedule a conversation and learn more about how we can make your vision of success a reality.

