



Life-changing. *Industry-transforming.*

BLUE HERON CONSULTING
PROSPECTIVE CLIENT VIEWBOOK



A LETTER FROM



STITH KEISER

Chief Executive Officer
Blue Heron Consulting

Dear Colleague,

Ten years ago, Blue Heron Consulting (BHC) was founded on a simple yet powerful mission: to improve the lives of veterinary professionals. We set out to empower veterinary professionals with the tools, knowledge, and support they need to build thriving practices and fulfilling careers. This year, as we celebrate a decade of impact, we reflect on the incredible journey we've taken together—with our clients, partners, and dedicated team members who have made this success possible. Blue Heron Consulting's mission manifests through our focus on 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, CVPMs, registered veterinary technicians, and private practice owners gets out of bed every morning to help you accomplish it.

Over the last decade, 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. We have specialized teams dedicated to delivering impactful solutions across the veterinary industry, including coaching current hospital owners, practice leaders, and their teams, assisting aspiring owners with the acquisition or start-up process, developing and delivering professional skills curriculum at veterinary schools, as well as a hiring division matching hospitals and animal health companies with support staff, managers and veterinarians, and a team dedicated to hospital valuations and exit planning strategy. From rural America to suburbia to metropolitan areas, and from one-doctor ambulatory practices to multi-site, multi-veterinarian hospitals across North America – we are proud to serve our profession.

Our calling to serve is at the heart of how BHC accomplishes what we do for you. When BHC was founded, we didn't want to be just another consultant – someone who came in, told you what to do, and then walked away. We believed, and have found it to be true, that we can 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.

All my best,

A handwritten signature in black ink that reads "Stith Keiser".

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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

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YOUR LEADING VETERINARY CONSULTING TEAM



Veterinary professionals are some of the most dedicated people we know—but too often, they're stuck in systems that don't support their success. At Blue Heron Consulting, we coach, guide, and support those who are ready to break free from outdated business models and limiting beliefs.

We frequently meet practice owners and leaders who are wearing too many hats, working harder than ever, and still facing burnout, low profitability, and inconsistent patient care. They're doing everything they were told should work—but it's not sustainable.

These challenges aren't tied to one practice model or setting. We've partnered with solo practitioners in rural towns, multi-doctor suburban clinics, and large, multi-site hospitals in major metro areas. The root issue is often the same: a business built around doing it all yourself instead of building the right team, systems, and support.

That's where we come in.

OUR MISSION

Improve the lives of veterinary professionals.

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.

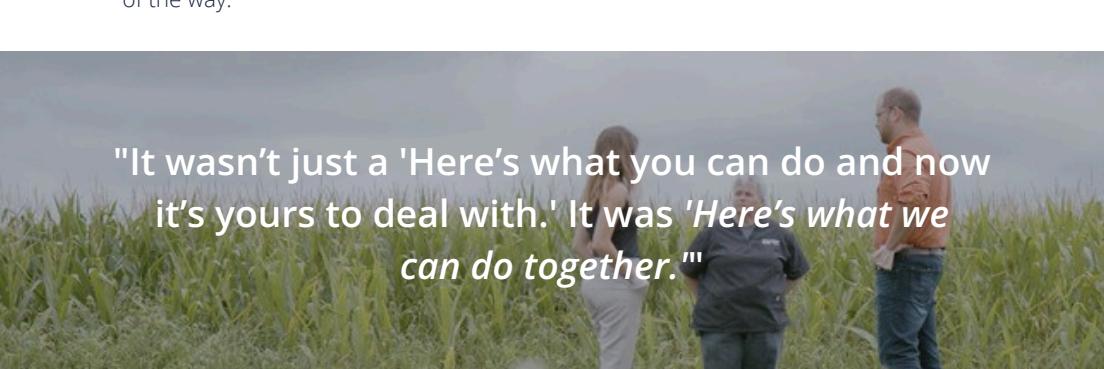
Our approach is rooted in collaboration—not quick fixes. We help veterinary professionals build strong foundations, develop confident leaders, and implement the operational and medical systems that allow both people and practices to thrive. With the right tools and the right team beside you, sustainable change is possible—and within reach.

WHO WE ARE

We've seen the difference the right support can make. Many of us have been practice owners, hospital managers, or clinical veterinarians ourselves. We've faced the late nights, tough decisions, and moments of doubt. We know how transformative it is to have a team in your corner who gets it.

Our group brings together decades of experience across small animal, mixed animal, urgent care, and emergency medicine, as well as deep expertise in hiring, leadership, operations, financial analysis, and continuing education. That diversity gives us the flexibility to serve practices of all shapes and sizes through personalized, hands-on coaching that reflects your goals, not a preset formula.

Each of us brings a unique perspective, but we're united by a shared mission: to help veterinary professionals build practices that reflect their goals and values. We've partnered with solo practitioners launching their first hospital, multi-doctor clinics navigating growing pains, and seasoned owners planning for a transition. From financial strategy and team development to recruiting the right people and delivering powerful, practical CE, we meet you where you are and walk alongside you every step of the way.



"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 not here to hand you a binder and walk away. We're here to listen, dig in, and build lasting relationships. We listen, collaborate, and build strategies that are as unique as your practice. We help strengthen your systems, elevate your team, and bring clarity to the chaos, so you can lead with confidence and build a business that truly supports the life you want.

Because at the end of the day, this isn't just about better business – it's about a better future for you, your team, your clients, and your patients.

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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

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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

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OUR LINEUP OF VETERINARY SOLUTIONS

At our core is a coaching and support team that works to amplify your strengths, build systems to remove gaps in care and workflows, and create a culture of leadership within your team – all while keeping your definition of success at the center of everything we do.

We're proud to be making a difference for veterinary professionals through:

↗ **360° Hospital Coaching**

Personalized, strategic support for the team designed to improve workflow, culture, financials, patient outcomes, and management.

↗ **One-on-One Coaching**

Guidance and mentorship for new owners, existing owners, transitioning owners, and hospital leaders.

↗ **Hiring Services**

Full-service recruitment for veterinarians, managers, and support staff, as well as job seeker assistance in the search and placement process.

↗ **Start-Ups & Acquisitions**

Hands-on aid for aspiring owners through the financial, legal, medical, and operational phases of opening a veterinary practice.

↗ **Bookkeeping Services**

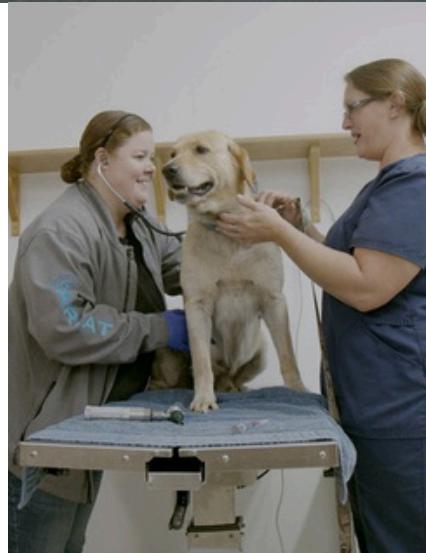
Veterinary-specific bookkeeping services built on accuracy, consistency, and financial clarity, delivered by Certified QuickBooks ProAdvisors.

↗ **Valuation Services**

Trusted and certified provider of hospital valuations for aspiring, current, or selling owners.

↗ **Continuing Education**

Personalized, RACE-approved CE experiences and workshops for veterinary professionals.



FROM GOOD TO GREAT

HOSPITAL COACHING SERVICES

Stronger teams. Smoother systems. Better medicine.

Running a veterinary hospital isn't just about great clinical care. It's about building a business that works with you, not against you. Too often, we meet practice owners and managers who are exhausted, overwhelmed, and stuck in survival mode. The systems aren't working, the team feels disconnected, and profitability isn't where it should be.

Blue Heron Consulting's hospital coaching is rooted in partnership. We have a dedicated team of medical and operational coaches who take the time to understand your practice's unique challenges, culture, and goals. From there, we develop a tailored plan to strengthen your leadership, streamline your workflows, and elevate patient care all while boosting profitability and improving team dynamics.

We coach your practice from the inside out, providing strategic support in areas like:

<input checked="" type="checkbox"/> Leadership development and owner mentorship	<input checked="" type="checkbox"/> Medical consistency and patient care standards	<input checked="" type="checkbox"/> Financial strategy and performance benchmarking
<input checked="" type="checkbox"/> Team communication and culture-building	<input checked="" type="checkbox"/> Accountability systems and team engagement	<input checked="" type="checkbox"/> Workflow and schedule optimization

From the day the team came to Kauai Veterinary Clinic, it has brought positive changes that are appreciated by our team and clients alike. From mentorship to management, they have guided us into a higher quality of care for our employees and clients. The mentorship has helped me with my personal goals as a doctor and they continue to encourage me to be the best doctor I can be. I am thankful to be part of the change.

— **Diana Gallardo, DVM**
Kauai Veterinary Clinic

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As brand-new clinic owners with zero prior experience, hiring Blue Heron Consulting was hands down the best decision we've ever made. Their knowledge, encouragement, and commitment to our success have made all the difference in building our confidence and shaping a strong foundation for our business.

— Holly Barnett
Companion Animal Clinic

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GROWTH FROM EVERY ANGLE

360° HOSPITAL COACHING

Our 360° Hospital Coaching is designed to support every corner of your practice, from team leadership and quality of care to operations and culture. Whether you're seeking clarity, tackling specific challenges, or ready to take your practice to the next level, our coaching services meet you where you are and help you grow with purpose.

On-Site Diagnostic Visit

A clear, unbiased assessment of your hospital's operations, team dynamics, financials, and culture. You'll receive a comprehensive report with targeted, actionable recommendations to move your practice forward with confidence.

Medical Coaching

Weekly mentorship for veterinarians focused on clinical growth, workflow efficiency, and delivering consistent best medicine. We help doctors build confidence, elevate care, and rediscover joy in the work they do.

Operational Coaching

Hands-on coaching for practice leaders to improve systems, communication, and culture across your hospital. From HR to workflow to accountability, we help you lead more effectively and run more smoothly.

Deep Dive Programs

Targeted, three-month coaching programs designed to address specific needs like inventory, client experience, or medical protocols. Each track includes a tailored action plan, metric tracking, and ongoing support to drive meaningful change.





LEAD WITH PURPOSE ONE-ON-ONE COACHING

Support that meets you exactly where you are.

Running a veterinary practice can be isolating, but it doesn't have to be. Whether you're launching your first hospital, navigating growth, preparing for transition, or simply trying to keep all the plates spinning, our one-on-one coaching gives you a trusted guide and sounding board along the way. No overwhelm. No judgment. Just focused, personalized support for the leader behind the practice.

New Owner Coaching

You've opened the doors, but now what? We help you navigate the early stages of ownership with clarity and confidence, from leadership and financial literacy to culture-building and time management.

Practice Manager Coaching

You carry the heart of day-to-day operations. We help strengthen your leadership, streamline your systems, and build a team culture that thrives so you can step out of daily chaos and into effective management.

Executive Coaching

Whether you're facing new growth, operational plateaus, or team challenges, we help you step back, refocus, and build a hospital that works for you (not the other way around).

Transition Coaching

Exiting ownership is just as important as entering it. We guide you through the emotional and logistical layers of succession while helping you protect what you've built and plan what comes next.

We pair you with an experienced coach who gets to know your challenges, your leadership style, and your goals. Together, we'll work through pain points, build sustainable systems, and help you make confident decisions—because your practice runs better when you feel more supported in your role.

We're not just here to fix problems. We're here to help you grow into the kind of leader your practice needs, and the kind of life you want to lead. When you have the right coach in your corner, the hard stuff feels lighter, the next step feels clearer, and your potential becomes a whole lot more attainable.



OUR RESULTS DRIVE CHANGE THAT LASTS

With us, increased profitability is not a purpose. At Blue Heron Consulting, we believe profitability should be the byproduct of doing things right: strong leadership, consistent medicine, sustainable systems, and a culture where your team thrives.

Our hospital coaching clients don't just see better numbers. They experience renewed energy, stronger teams, and practices that feel easier to lead and more fulfilling to own. Our clients average the following results during their first year with Blue Heron Consulting compared to the year prior:

2-3X

INCREASE IN
NET INCOME

30%

INCREASE IN
GROSS REVENUE

8%

DECREASE IN COST
OF GOODS SOLD

4.7X

RETURN ON
INVESTMENT

Results aren't just measured in the data – they're felt in the day-to-day rhythm of the hospital. In the way communication improves, leaders gain confidence, and teams begin to move in the same direction. We find lasting change happens when coaching is aligned with the people behind the practice. After working with Blue Heron Consulting, hospital leaders report:

- Improved profitability and financial confidence
- Stronger leadership and reduced burnout
- Happier teams and healthier culture
- More consistent medical care
- Elevated client experience
- Smoother workflow systems

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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

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BLAZE YOUR TRAIL

START-UP & ACQUISITION SERVICES

Begin your legacy on the right foot with our Start-Up & Acquisition services.

Whether you're starting from scratch or buying your first practice, ownership is one of the most exciting (and overwhelming) chapters in your career. At Blue Heron Consulting, we help aspiring and expanding owners move forward with clarity, confidence, and a strategy that aligns with their goals.

At the core of our Start-Up & Acquisition department is a passionate and experienced team who has done it all before. We walk alongside you through every stage of the process, helping you make informed decisions and avoid costly missteps. From wondering *"Can I really do this?"* to cutting the ribbon on opening day, we've got your back so you never feel like you're doing this alone.

No matter where you are along your journey to practice ownership, the experts at Blue Heron Consulting will develop a personalized road map to help you across the finish line.

"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



Ownership is one of the most rewarding milestones in a veterinary career, but it's also one of the most complex. Whether you're still deciding if ownership is the right fit, actively planning your next move, or navigating the early months after opening your doors, our Start-Ups & Acquisitions team is here to meet you exactly where you are. With personalized coaching, practical tools, and an experienced team behind you, these services are designed to reduce overwhelm, increase clarity, and help you build a business, and life, you're proud of.

Feasibility Study

Opening or expanding a practice isn't just about what you want – it's about what's possible. Our Feasibility Study gives you a clear, data-driven view of the road ahead. You'll receive expert guidance on location viability, market demand, and financial sustainability; plus, a detailed business plan and financial forecast that's lender-ready. Whether you're dreaming big or planning smart, this service empowers you to make informed decisions with clarity and purpose.

Start-Up & Acquisition Coaching

Becoming a practice owner is a bold and exciting move, but it also comes with a thousand decisions you've never had to make before. From financing and facility planning to hiring and inventory, the details can feel overwhelming. Our start-up and acquisition coaches are here to guide you every step of the way. Whether you're building from the ground up or acquiring an existing hospital, we'll develop a personalized roadmap to bring your vision to life, without letting the details (or your peace of mind) fall through the cracks.

New Owner Coaching

Achieving ownership brings more than a title. It brings pressure, responsibility, and a whole new to-do list. Our new owner coaching is designed to ease that transition and help you grow into confident, capable leadership. We meet you weekly to guide everything from finances and staffing to patient care and work-life balance. You're not just building a business; you're building your legacy. And we're right beside you to help it grow.

BUILD A DREAM TEAM

HIRING SERVICES

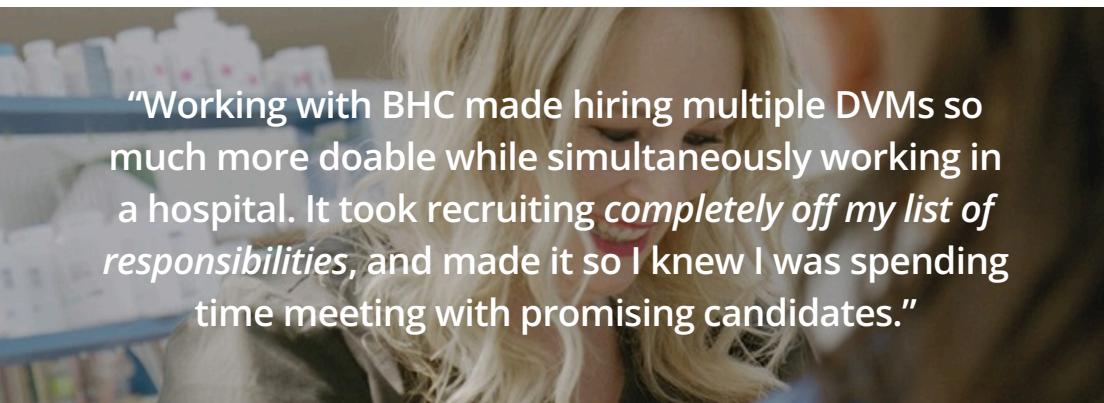


Because the right people make all the difference.

The right hire can transform a practice. But in today's veterinary market, hiring isn't just hard—it's exhausting. You're juggling practice responsibilities, managing your team, and trying to fill roles without the time, tools, or support to do it well.

Blue Heron Consulting's Hiring Services team reduces the time, effort, and stress of the candidate search, so you and your team can focus your time and attention on what you do best: caring for your patients.

We take the pressure off your plate by managing the entire recruiting process: from sourcing and outreach to screening, interviews, and onboarding support. We don't just connect you with candidates. We help you find the right fit, matching you with veterinary professionals who align with your culture, your values, and your long-term goals.



"Working with BHC made hiring multiple DVMs so much more doable while simultaneously working in a hospital. It took recruiting *completely off my list of responsibilities*, and made it so I knew I was spending time meeting with promising candidates."

Our team has successfully placed veterinarians, managers, technicians, and support staff across the country. Whether you're hiring for growth, filling a critical gap, or rebuilding your team after turnover, we bring the strategy, relationships, and persistence it takes to get the job done.

Spend more time on medicine (and less time on job boards).

These days, hiring can feel like a full-time job. Between writing job ads, sifting through applicants, and trying to compete for top talent, most practice owners and managers end up overwhelmed and understaffed. That's where we come in.

On average, it only takes our team:

6 months

to match and hire
an associate DVM

2 months

to match and hire
a practice manager

45 days

to match and hire
a tech or CSR

Our team of experts work with your practice in mind at every stage of the process:

Practice Profile Meeting

We'll introduce our team and learn about the unique strengths, services, and culture of your practice.

Custom Job Ad & Market Research

We'll create an engaging job ad and research your specific area to make sure your position is competitive, and attractive to candidates.

Candidate Sourcing & Screening

We advertise, vet applicants, and present only the best-fit candidates.

Interview Coordination

We help structure your interview process, provide prep questions, and guide communication.

Hiring a Candidate

We'll provide you with recommendations for making a competitive offer and conduct a reference check and background check once a candidate has accepted.

As former practice owners and managers ourselves, we've been on both sides of the hiring table. We understand what makes a candidate truly fit, not just on paper, but in the day-to-day culture of your hospital.



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I think what they are doing is phenomenal.

— Lisa Norkunas, RVT

Rialto Animal Hospital

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KEEP A FINANCIAL PULSE

BOOKKEEPING SERVICES

Let's face it: managing hospital finances can be overwhelming for even the most seasoned practice owners and managers.

Our Bookkeeping Services provide veterinary-specific organization, clarity, and oversight using the AAHA Chart of Accounts and best practices for categorizing profit and loss statements. Backed by a team of veterinary professionals with advanced credentials, including Certified QuickBooks ProAdvisors, we bring a rare blend of clinical understanding and business expertise to your practice.

With monthly check-ins, expert analysis, and a veterinary business mindset, you'll gain greater confidence in making data-driven business decisions, valuable time to focus on medicine, leadership, and growth, and peace of mind knowing your numbers are accurate and actionable.

Our Bookkeeping Services provide you with a trusted expert allowing you to focus on leading your team and serving patients, and can help you answer the following questions:

- How organized and accurate are my financial statements and hospital expenses?
- What trends are emerging month-to-month, and how do they affect my hospital's financial health?
- Am I tracking my profit and loss statement in a way that supports veterinary-specific insights?
- Where do untapped opportunities exist to improve financial performance?

Beyond accurate financials, our approach is designed to create consistency and accountability around your numbers. We don't just record transactions. Instead, we help you establish reliable financial systems, recognize trends over time, and understand what's normal for your hospital versus what needs attention.

Our services are built around proactive support that helps prevent surprises, supports better planning, and ensures your financial data is something you can trust month after month.

After all, your team and patients count on it.



A Bookkeeping Services partnership gives you more than reconciled numbers. It provides an expert set of eyes to help you understand financial trends and opportunities each month.

When you partner with our bookkeeping experts, you can expect:



Discovery & Setup

Initial calls to gather information and establish your hospital's financial needs.



Monthly Bookkeeping

Organized, veterinary-specific financial records using the AAHA chart of accounts.



Financial Reviews

Monthly check-ins to track changes and identify opportunities.



Additional Support

Backlog reconciliation or bill pay available for added fees.

With specialized veterinary knowledge and hands-on support, you'll gain the clarity and confidence to run your hospital more efficiently.

232,080	6,903
6,753	7,200
7,998	10,485
10,421	262,411
257,252	37,500
37,800	4,325
4,545	
299,597	237,823
30,412	6,903
6,500	7,200
7,998	10,485
10,421	262,411
257,252	37,500
37,800	4,325
4,545	
299,597	304
5,240	5,315
2,700	2,813
2,984	
10,924	11,127
40,000	40,000
6,800	6,900
5,240	5,315
2,700	2,813
5,000	

BE ONE STEP AHEAD

VALUATION SERVICES

Know what your practice is worth so you can plan what comes next.

Whether you're preparing to buy, sell, expand, or simply want to understand the financial health of your hospital, a professional valuation is a critical tool. We provide certified, veterinary-specific practice valuations designed to bring clarity to one of the most important financial decisions you'll make.

Our valuations are conducted by a Certified Valuation Analyst (CVA) with deep expertise in the veterinary industry—a distinction that ensures your results are not only accurate, but also tailored to the unique nuances of veterinary business models. We go beyond templated formulas and general market assumptions. Every valuation we deliver is thorough, transparent, and backed by insight into what actually drives value in a veterinary hospital.

A formal valuation benefits practice owners at every stage of ownership, offering accurate insight into key areas:

Business Planning

Expansion, new services, or changes to practice structure or strategy

Transition Planning

Exit strategy, transition plans, and retirement projections

Selling & Buying

Starting, acquiring, buying into, or selling a veterinary practice

Choosing who conducts your valuation matters. Many companies can run the numbers, but few understand the veterinary industry from the inside out. At Blue Heron Consulting, we bring both financial expertise and firsthand veterinary experience to the table, ensuring your valuation reflects the true value of your practice.

- Conducted by a Certified Valuation Analyst (CVA) with veterinary-specific expertise
- Informed by real industry benchmarks, not generic small business models
- Personalized reporting that explains the story behind the numbers
- Trusted by owners, financial lenders, and buyers across the country

OUT OF OFFICE

CONTINUING EDUCATION SERVICES

Inspiring growth, improving care, and bringing veterinary teams together.

In the veterinary industry, education is more than a requirement—it's a catalyst for change. That's why we offer unique continuing education opportunities throughout the year designed to challenge outdated thinking, develop confident leaders, equip teams to deliver better medicine and stronger service, and guide veterinary professionals to achieving their dreams.

We also offer personalized CE experiences for veterinary hospitals looking to elevate their team in a meaningful way. Whether it's a virtual staff meeting, a multi-day training series, or an on-site team workshop, we'll tailor the content to your team's needs and goals. From client communication to leadership skills to consistent best medicine, we help create the "aha" moments that lead to real change.

Blue Heron Consulting is proud to be an American Association of Veterinary State Boards (AAVSB) RACE Provider, offering over 150 hours of RACE-approved CE adventures, workshops, and webinars each year.

From webinars and immersive retreats to keynote sessions and in-hospital trainings, our CE programming reflects the same values we bring to our coaching: practical, people-centered, and built for lasting impact.



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We could not have done a lot of our growth without the BHC team greatly empowering me to be a better manager and part of the team. It's turned up an already high passion into a burning desire to always do better and be better.

— Lexi Cone

Intracoastal West Vet Hospital

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TAKE YOUR PRACTICE TO THE NEXT LEVEL

We're ready when you are.



INFO@BHCTEAM.COM



WWW.BHCTEAM.COM

You joined the veterinary profession for a reason, and we're willing to bet it wasn't to drown in payroll, team turnover, or business decisions no one prepared you for.

And yet, so many practice owners and leaders find themselves stuck in survival mode: overworked, overwhelmed, and wondering if this is what success is supposed to feel like. We see it every day, and we want you to know: it doesn't have to be this way.

At Blue Heron Consulting, we do things differently. We don't hand you a playbook and walk away. We roll up our sleeves and walk beside you. We take the time to learn your story, understand your goals, and tailor our support to fit your reality. Whether you're a new owner, a seasoned leader, or somewhere in between, we meet you where you are and help you build a practice that supports your people, your purpose, and your life outside of work.

If something in you knows there has to be a better way, that's your sign. Let's talk. We'd be honored to learn more about where you are now, where you want to go, and how we can help you get there one step at a time.

It All Starts Here

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





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