

# CLIENT IMPACT CASE STUDY

IDAHO • FELINE PRACTICE



## BACKGROUND & CHALLENGES

This cat-only hospital partnered with Blue Heron Consulting during a period of operational strain and cultural instability. Although the hospital was heavily staffed, productivity was low and financial performance was under pressure. Revenue generation was inconsistent, payroll costs were unsustainably high, and overall profitability had declined. At the same time, the practice was navigating new leadership in the Practice Manager role while experiencing poor team culture and frequent turnover. Doctors were underutilized, appointment flow lacked structure, and redundancies in daily processes were creating inefficiencies that slowed the team down.

**Practice Type:** Feline Only Practice

**Location:** Southwest Idaho

**DVMs:** 2 FTE veterinarians

**Staff:** 11 staff members

**Hours:** Monday – Friday (8 am – 6 pm)

## SOLUTIONS

### PRODUCTIVITY & SCHEDULING OPTIMIZATION

We implemented a strategic scheduling framework designed to increase doctor productivity without overwhelming the team. Key initiatives included increasing daily doctor appointments from 6–8 to 12–14 per day, creating a balanced scheduling strategy that protected team capacity while maximizing revenue opportunity, and reducing inefficiencies in appointment flow and procedural processes.

### PROCEDURAL TRAINING & EFFICIENCY IMPROVEMENT

A focused effort on dental training and procedural efficiency improved both case value and team confidence. By streamlining workflows and eliminating redundancies, the team was able to complete procedures more effectively and with less stress.

### CULTURE RESET & TEAM DEVELOPMENT

We worked closely with leadership to build a culture grounded in respect, trust, and accountability. Strategic changes included establishing structured training programs, strengthening leadership presence in the new Practice Manager role, clarifying roles and expectations, and creating systems that supported performance, not burnout.

## RESULTS



### Gross Revenue

Revenue **increased by 10%**, driven by improved scheduling strategy and increased doctor productivity.



### Net Income

Net income **improved from -8% to 10%**, representing an 18% increase in profitability.



### Employee Retention

Turnover **decreased from 40% to 0%**, reflecting a stabilized and engaged team.



### Payroll

Payroll **decreased from 65% to 45%**, restoring financial balance while maintaining a strong team.



### Appointment Flow

Daily appointments **increased from 6–8 to 12–14 per doctor**, significantly improving revenue generation and operational efficiency.