

# CLIENT IMPACT CASE STUDY

IDAHO • MIXED ANIMAL PRACTICE



## BACKGROUND & CHALLENGES

This mixed animal practice in Idaho partnered with Blue Heron Consulting to elevate their already solid foundation. With a positive culture, quality medicine, and healthy financials, they were performing well—but knew they could do more. Challenges with turnover, team toxicity, inconsistent communication, variability in medical standards, and the desire to return more profit for the team and owners were impacting team dynamics, patient outcomes, and financial sustainability. They sought to improve consistency, strengthen leadership, and increase profitability to reinvest in their people, equipment, and long-term growth.

**Practice Type:** Mixed Animal Practice

**Location:** Southern Idaho

**DVMs:** 6 FTE veterinarians

**Staff:** 30 staff members

**Hours:** Monday – Friday (8 am – 5:30 pm);  
Saturday (8 am – 12 pm); After hour on-call  
services provided

## SOLUTIONS

### REBUILDING CULTURE WITH SHARED PURPOSE

The practice's original mission statement lacked team buy-in and practical day-to-day influence. We facilitated strategic planning with leadership and an all-team session to uncover each individual's "Why," define shared values, and align on what "right" looks like. The result: a revised mission, clear success metrics, and a unified vision rooted in team ownership.

### DEFINING AND DELIVERING CONSISTENT MEDICINE

Instead of prescribing a standard, we helped the doctor team define what "best medicine" meant for them. From there, we supported the development of SOPs, systems, and staff training to ensure consistent, high-quality care across providers.

### STRENGTHENING FINANCIAL HEALTH THROUGH STRATEGY

We anticipated revenue growth through improved medical consistency, but also tackled expenses to boost profitability. By coaching a new inventory manager and optimizing staffing strategy, we reduced overhead—including COGS and payroll—without cutting team members, hours, wages, or care quality.

## RESULTS



### Gross Revenue

The hospital **increased gross revenue from \$2.38 million to \$5.70 million**, representing growth of 139.6%.



### Cost of Goods Sold

COGS **decreased from 29.6% to 18.8%**, improving overall margin on veterinary services.



### Net Income

Net income **grew from \$162k to \$1.10 million**, strengthening from 6.8% to 19.2% of gross revenue.



### Average Doctor Transaction

ADT **increased from \$138 to \$415**, mirroring an increased focus on quality of care and medical standards.



### Payroll

Payroll increased to \$1.95 million while **dropping from 44.5% to 34.1%** of revenue, reflecting stronger operational efficiency and simultaneous reinvestment into higher pay, better benefits and more support staff.