

# CLIENT IMPACT CASE STUDY

OHIO • MIXED ANIMAL PRACTICE



## BACKGROUND & CHALLENGES

This mixed animal practice began coaching during a period of cultural instability and financial strain. The hospital was operating with low team retention, and significant resistance to operational changes following a recent ownership transition. Many tenured team members were deeply attached to the hospital's traditional way of operating. As a result, proposed changes to scheduling, workflow, and service structure were often met with hesitation or pushback. While the owner's primary goal was revenue growth, the underlying cultural challenges and operational inefficiencies were limiting both financial performance and team stability.

**Practice Type:** Mixed Animal Practice

**Location:** Northwest Ohio

**DVMs:** 1 FTE veterinarian

**Staff:** 10 staff members

**Hours:** Monday – Friday (8 am – 5 pm);  
Saturday (8 am – 12 pm);

## SOLUTIONS

### LEADERSHIP DEVELOPMENT & CULTURE EVOLUTION

Through intentional leadership development and accountability restructuring, new leaders were identified and developed internally, including growing team members into Practice Manager and Lead Technician roles. By clarifying expectations and strengthening leadership presence, the practice began shifting from resistance to engagement. Employee retention improved as accountability, communication, and team alignment strengthened.

### OPERATIONAL FLOW & SCHEDULING STRATEGY

Operational inefficiencies were addressed through a comprehensive review of appointment scheduling, procedure flow, and large animal service structure. Key changes included strategic restructuring of appointment scheduling, improved procedural workflow and efficiency, and increased focus on haul-in large animal appointments to improve doctor productivity and hospital utilization. These changes allowed the single-doctor practice to maximize output without sacrificing quality of care.

### FACILITY EXPANSION & RESOURCE OPTIMIZATION

The opening of a new facility provided expanded resources and infrastructure to support growth. With improved space and systems in place, the team was able to operate more efficiently and deliver a higher standard of care. This physical expansion paired with operational improvements created a strong foundation for scalable growth.

## RESULTS



### Gross Revenue

Monthly gross revenue **increased from \$110,000 to an average of over \$247,000** per month.



### Cost of Goods Sold

COGS **decreased from 44% to 29%**, significantly improving margin on veterinary services.



### Employee Retention

Retention **improved from 42% to 85%**, demonstrating meaningful cultural and leadership progress.



### Net Income

Net profit increased from 6% to 16%, more than **doubling overall profitability**.



### Average Doctor Transaction

ADT **increased from \$160 to \$231**, reflecting improved value, better medicine, and pricing alignment.