

CLIENT IMPACT CASE STUDY

OHIO • SMALL ANIMAL PRACTICE



BACKGROUND & CHALLENGES

This long-established small animal practice partnered with Blue Heron Consulting to address the growing disconnect between their legacy systems and the demands of modern veterinary care. Despite strong client loyalty, the hospital was facing passive leadership, inconsistent pricing, and the burden of an unprofitable boarding operation—all of which limited their ability to grow and support their team. Through strategic operational shifts, intentional leadership development, and difficult but necessary financial decisions, the hospital achieved a full-spectrum turnaround that positioned the practice for long-term success.

Practice Type: Small Animal Practice

Location: Northeast Ohio

DVMs: 4 FTE veterinarians

Staff: 25 staff members

Hours: Monday – Friday (8 am – 6 pm)

SOLUTIONS

LEADERSHIP DEVELOPMENT AND CULTURE RESET

The hospital's biggest hurdle was a passive leadership structure rooted in outdated processes. We partnered with the owner to implement a leadership development strategy that restructured the management model, clarified roles, and delivered specialized training to establish a new, engaged team of doctors, managers and leaders who took direct, active ownership of the practice's success.

REVENUE RECOVERY THROUGH PRICING STRATEGY

Severe revenue limitations stemmed from outdated and inconsistent pricing structures across services, treatments, and preventives. We introduced a systematic, data-driven methodology that established market-aligned pricing models, allowing the hospital to stabilize and increase revenue while continuing to offer competitive, high-quality care.

FOCUSING RESOURCES FOR IMPACT

A large, unsegregated boarding operation was draining resources and obscuring the profitability of core veterinary services. We guided the practice through detailed financial analysis, identified the service as unprofitable, and came to the strategic decision to close the boarding division. As a result, this freed up time, space, and energy to reinvest in high-margin veterinary care. This decision proved pivotal to the hospital's turnaround.

RESULTS



Gross Revenue

Gross revenue **increased to over \$4 million** in the first year of coaching.



Cost of Goods Sold

COGS **decreased to 26%**, improving overall margin on veterinary services.



Payroll

Payroll was **reduced to 41%**, while incorporating owner compensation and team wages.



Owner Compensation

Owner compensation **increased by \$415,000** from wages, management pay, rent, and profit distribution.



Net Income

Net income **more than doubled**, increasing from 6.8% to 14.5% in just under a year.



Average Doctor Transaction

Average doctor transaction **rose from \$158 to \$280**, reflecting improved pricing strategy and case value.