

CLIENT IMPACT CASE STUDY

PENNSYLVANIA • SMALL ANIMAL PRACTICE



BACKGROUND & CHALLENGES

This newly established practice in rural Pennsylvania entered its second year with strong potential, but real growing pains. As a start-up, they were still defining their identity in the community while working to establish a high standard of care from day one. Early challenges included building and educating a loyal client base in a rural market, aligning the team around a consistent standard of care, undefined roles and responsibilities that created friction and team dynamic issues, and leadership being stretched thin while trying to manage culture, operations, and financial performance simultaneously.

Practice Type: Small Animal Practice

Location: Western Pennsylvania

DVMs: 1 FTE veterinarian

Staff: 15 staff members

Hours: Monday, Tuesday, Thursday (8 am – 5 pm);
Wednesday (8 am – 7 pm); Friday (8 am – 3 pm)

SOLUTIONS

LEADERSHIP DEVELOPMENT & CULTURE EVOLUTION

Intentional leadership development was prioritized to stabilize the team and strengthen internal accountability. Clear roles and responsibilities were defined, including the implementation of a Lead Technician role to oversee training and uphold standards of care. Difficult but necessary staffing decisions were made to address ongoing team dynamic challenges, allowing the practice to rebuild with aligned expectations. With clearer structure in place, the team shifted from friction and inconsistency to greater ownership, engagement, and operational focus.

OPERATIONAL & FINANCIAL STRATEGY

A monthly financial metric tracking system was implemented to provide consistent visibility into performance, highlight opportunities, and guide decision-making. Leadership began monitoring key indicators to drive proactive adjustments rather than reactive responses. Diagnostic standards were elevated through bundled pricing and focused team education, empowering staff to confidently recommend care aligned with the DVM's medical philosophy. At the same time, improved oversight of inventory and cost management processes allowed the manager to strengthen efficiency and reduce COGS without sacrificing care quality.

MARKETING & CLIENT GROWTH

A grassroots marketing strategy was developed to build awareness and attract clients aligned with the hospital's high standard of care. Efforts focused on strengthening community presence while simultaneously educating clients on the value of diagnostics and comprehensive medicine. As the client base expanded, the practice was able to grow intentionally — balancing increased demand with structured systems and a clear clinical philosophy.

RESULTS



Gross Revenue

Annual revenue **increased to over \$1,000,000**, reflecting 10% YOY growth.



New Clients

The hospital added nearly **1,000 new clients**, earning a bigger community footprint.



Payroll

Payroll **remained steady at 45%**, despite a mid-year team rebuild.



Owner Compensation

Owner compensation **increased to 20%**, aligning with improved performance.



Cost of Goods Sold

COGS **improved from 33% to 29%**, strengthening overall margins.



Average Doctor Transaction

ADT **increased from \$205 to \$323**, reflecting stronger practice of medicine.