CLIENT IMPACT CASE STUDY

SOUTH CAROLINA • SMALL ANIMAL PRACTICE

Blue Heron Consulting
Improving the Veterinary Profession

BACKGROUND & CHALLENGES

This two-location hospital was experiencing growing pains as both clinics operated with limited structural alignment. Inter-clinic tension, communication breakdowns, and inconsistent operational oversight were creating service gaps and internal frustration. Key challenges included lack of leadership alignment across locations, communication issues between teams, resulting in inconsistency in service and standards, uncontrolled COGS, and duplicated management roles without clear specialization or accountability. While both hospitals had strong clinical potential, the lack of structure and cross-location coordination was limiting growth and profitability.

Practice Type: Small Animal Practice

Location: Central South Carolina

DVMs: 6 FTE veterinarians

Staff: 39 staff members

Hours: Monday – Friday (7:30 am – 5:30 pm); Saturday (8 am – 12 pm)

SOLUTIONS

LEADERSHIP RESTRUCTURING & ALIGNMENT

Leadership roles were redefined to eliminate duplication and increase specialization. Two practice manager positions evolved into a Financial Administrator and an Operations Administrator, creating clearer accountability and focused oversight. Consistent leadership meetings were implemented across both hospitals, bringing together medical and management teams to improve communication, standardize expectations, and strengthen accountability. DVMs began meeting across locations to collaborate on cases, elevate standards of care, and align medical philosophy.

OPERATIONAL PERFORMANCE IMPROVEMENT

Unified metrics were established across both hospitals to track efficiency and performance. Quality Care Indicators (QCIs) were introduced and actively tracked, with medical leadership facilitating educational discussions to improve compliance and consistency across both teams. Staff productivity, ADT, and QCIs became central focus areas, with regular review and education driving stronger case collaboration and more consistent medical execution.

FINANCIAL STRATEGY & COST CONTROL

Standard KPIs were implemented to create financial clarity across both locations. With a new Financial Administrator in place, vendor negotiations were initiated to secure stronger pricing from drug and diagnostic suppliers. Dedicated financial oversight enabled stronger inventory management, resulting in improved cost control and more sustainable margins.

RESULTS

Practice Value
Total practice value **increased by approximately $600,000.**

Cost of Goods Sold
COGS **improved from 38% to 30%**, strengthening overall profitability.

Staff Efficiency
Efficiency **increased from $90–$95/hour to $110–$115/hour** across locations.

Lab Quality of Care Indicators
Lab QCIs **improved from 51.8 to 75.1**, reflecting stronger compliance and standardized medical protocols.

Average Doctor Transaction
ADT increased dramatically, **rising from $300 to $360 (20%)** in just four months.