CLIENT IMPACT CASE STUDY

WASHINGTON • SMALL ANIMAL PRACTICE

Blue Heron Consulting
Improving the Veterinary Profession

BACKGROUND & CHALLENGES

New ownership brought a clear vision for the future of the practice, but the existing hospital culture made that vision difficult to achieve. Leadership and support staff held fundamentally different beliefs about the value of veterinary services and the role of client education, creating ongoing conflict around pricing, patient care, and accountability.

The hospital was averaging approximately $75,000 in monthly revenue, 32 new clients per month, and operating with Cost of Goods Sold nearing 27%. Trust between leadership and the team had deteriorated, performance suffered, and gaining team buy-in became one of the biggest challenges during the first year. After a year of attempting to drive change solo, this hospital turned to Blue Heron Consulting.

Practice Type: Small Animal Practice

Location: Central Washington

DVMs: 1 FTE veterinarian

Staff: 8 staff members

Hours: Monday – Thursday (7:30 am – 5:30 pm)

SOLUTIONS

ALIGN LEADERSHIP AND CULTURE

We began by helping both leadership and staff better understand one another while establishing a shared mission for the hospital. Coaching focused on improving communication, building trust, and creating alignment around the practice's vision for exceptional patient care and sustainable growth.

STRENGTHEN OPERATIONAL FOUNDATIONS

Inventory management lacked essential processes and training. We implemented foundational inventory management systems, improved operational workflows, and introduced training to create greater accountability and efficiency throughout the practice.

BUILD A TEAM THAT SHARED THE PRACTICE'S VISION

One of the most significant turning points came when it became clear that several long-standing team members were unwilling to embrace the hospital's new direction. While difficult, the owners made the decision to rebuild their support team with individuals who aligned with their mission. The newly hired team quickly embraced a culture centered on client education, transparency, communication, and continuous improvement.

RESULTS

Gross Revenue

Average monthly revenue **increased from $75,000 to $93,000,** reflecting stronger operational performance.

Cost of Goods Sold

Improved inventory management and operational efficiencies decreased COGS **from nearly 27% to 23%,** significantly improving profitability.

New Client Growth

New client appointments **increased from 32 to 40 per month,** signifying sustainable hospital growth.

Team Stability

Employee retention **stabilized at 88%** over the past 12 months reflecting a more engaged and unified team culture.