

AVCSuccess Case Study

First Year Revenue
Increased 21.2%

Three Doctor Small Animal Practice

This small animal practice is a well-established, full service veterinary hospital located in a small town of an estimated 8,826 residents about 40 miles west of San Antonio. The AVCSuccess consulting team helped this practice achieve an overall revenue growth of 21.2% or \$211,183 during the first year.



AVCSuccess Case Study

THREE DOCTOR SMALL ANIMAL PRACTICE

AVCSUCCESS Client since April 2011

BACKGROUND

This small animal practice is a well-established, full service veterinary hospital providing comprehensive medical, surgical and dental care including a broad range of diagnostic procedures. The practice owner graduated from Texas A&M College of Veterinary Medicine with honors in 1976 and has seen the practice evolve from primarily a ranch call oriented large animal practice to what today is mostly a small animal practice. This practice is located about 40 miles west of San Antonio in a small community of an estimated 8,826 residents.

DIAGNOSIS

As with exploratory diagnostics and procedures in a veterinary practice, the AVCSuccess Exploratory Analysis is used to identify situations in the practice that need to be addressed in order to improve practice operations, client communication, delivery of medical services and practice profitability.

The primary challenge facing this veterinary clinic was that the doctors were involved in all areas of practice operations. As a result, they were not generating direct revenue for the practice, which started to lose money. The tension between staff members also compromised doctor productivity. Furthermore, the office staff was not effectively utilizing the practice management system to its fullest, resulting in lost clients and lost revenue. It became evident to the doctors that they were spending an inordinate amount of time trying to manage the practice rather than practicing veterinary medicine. They hired AVCSuccess to help them find a solution.

PRACTICE GOALS

After completing the Exploratory Analysis and initial consultation with the client, AVCSuccess identified three very important goals for the practice: (1) Train Office Staff, (2) Organize the Office, and (3) Improve Doctor Productivity.

The AVCSUCCESS Foundation for Growth



THE AVCSUCCESS SOLUTION

1. Train Office Staff

The Staff Training Module was the first program to implement because of the significant role each staff member has in helping the practice reach its goals. To achieve success, the AVCSuccess team of consultants built a customized staff training system that involved the entire team including the receptionists, technicians, administrative staff and animal care assistants. This module was successful in helping the practice establish more efficient staff schedules, regulate hours, budget staff costs and control expenses. It was also important to ensure that all staff was “cross-trained”. Investing in staff training for this practice had a very immediate and positive impact on the average cost per transaction (ACT) by reducing missed charges/missed opportunities and getting everyone in the practice “on the same page”.

2. Organize the Office

The second important goal was to organize the office. The back office was a mess and the staff did not fully support doctor production while the front office staff needed training in the proper scheduling of clients. These issues were addressed with the AVCSuccess Office Management Module which resulted in a well-managed and well-trained staff that was committed to improving practice productivity and streamline organizational efficiency. Creating a strong, organized team also helped to lower the distrust and tension that existed between front office and back office staff. As a result of the Office Management training, the practice personnel began to work toward the same goal of building a solid base of satisfied clients. The efficiency of practice operations helped form a trustworthy relationship with the clients who wanted to be certain that their pets were getting the highest quality care they deserved. During the first month with AVCSuccess, revenue increased 11.2% or \$8,786.

3. Improve Doctor Productivity

Because the doctors were involved in all facets of the business, this created tension between staff members which compromised doctor productivity. While the doctors were capable of performing the same office duties as manager, receptionist or technician, veterinarians are most productive doing what they have been trained to do. This is the work flow that directly results in income for the practice and allows them to see more patients. In reality, the doctors enjoyed practicing medicine and performing surgery a lot more than performing management activities.

In order to be effective doctors of veterinary medicine, the doctors first had to accept the idea of delegating some of their activities to the office staff. This delegation of power and responsibility did not come easily, but once the true value of the office staff was realized, doctor productivity increased significantly. The veterinary owners realized they did not have the time to handle the multitude of responsibilities and in a very short period, the overall efficiency of the office improved which had a positive impact on number of transactions and overall revenue for the practice.

THE RESULT

The AVCSuccess team of consulting experts helped this practice achieve revenue growth of \$211,183 or 21.2% during the first year. The number of transactions increased 4.9% and the number of new clients doubled from 217 to 445 during the same time period. More importantly, this was formerly a two doctor veterinary practice and with the addition of the third doctor, the owner has significantly improved his quality of life.

- * Revenue Increase: \$211,183
- * Cost of AVCSuccess: \$11,964 (one year program cost)
- * AVCSuccess Cost as a Percentage of Growth: 5.7%

Monthly Revenue

This Three Doctor Small Animal Practice has been an AVCSuccess Client Since April 2011.
 During the first year with AVCSuccess, revenue increased 21.2% or \$211,183.

