# Case Study: Pritzki Veterinary Clinic

Pritzki Veterinary Clinic (PVC) has operated in the Lancashire area for the past twenty-eight years. Despite the singular name, PVC actually consists of 3 separate sites, each one large enough for multiple vets to work independently, and also operates a home-visit scheme through a fully outfitted veterinary van. They serve a population of pet owners, farmers, and two small wildlife sanctuaries.

The company provides a wide range of services from regular check-ups to urgent care to the management of long-running conditions. In recent years, the clinic has also branched out into pet grooming at their largest facility.

Business is going well (over 12000 cases resolved in the past six months), and the company is looking to expand further into neighbouring counties, with a view to eventually becoming a nationally-recognised syndicate.

However, there are some ongoing issues which are already impacting business and may impact scaling. At the moment, all scheduling and data management is handled centrally by the reception team of the Blackburn site, which coordinates with the other sites through a combination of email, first-class post (for key documents), and phone calls. Scheduling an appointment at a particular site can take multiple hours and points of contact to arrange, and obviously also represents a significant burden on staff time. With their current client base, PVC has an average wait time for standard appointments of two weeks, and two days for urgent care appointments. Given the complexity and lack of standardisation, it's hard for anyone to keep track of what's actually going on with any one case or the business as a whole.

Although currently PVC only collects limited anonymous feedback and cannot tie any particular case to a particular feedback form, initial analysis of the data suggests that scheduling is costing PVC significantly. 20% of feedback mentions delays or difficulty scheduling in some form, and over the past two years, average customer satisfaction has dropped by over 18%. While revenue has risen over the same period, they were hoping for higher than the 4% year-on-year growth they've been experiencing. There's a worry that some clients have already been lost to competitors because of scheduling issues.

# The Project

Recently, the possibility of updating internal systems was raised in a PVC board meeting.

The idea would be to have a single system that manages all internal data, handling

- Scheduling for clients and vets
- Tracking a particular case through the system
- Billing and cost management
- Customer feedback

Ideally, this system would exist online, with both an employee- and a customer-facing element, allowing customers to book appointments rapidly and staff to check/manage their schedules at the same time.

An external business (Smythe Technology Systems) has already pitched to the board on using their existing tool (STSMT) which would manage all the above aspects while charging a 3% fee of the revenue from each managed case. This system would require upskilling the team to use it, and would not be purpose-built for a veterinary context.

As a freelance analyst, you've been asked to investigate the problem & potential solutions before making recommendations on how to proceed.

# Stakeholders

**Alan Renwick**, CFO of PVC, wants to modernise the scheduling system, hoping that this will decrease costs (including staffing) and increase customer satisfaction (and therefore revenue). With (potentially) high customer churn, he's worried that the company's growth is stagnating. He sees the current system as a huge time sink in real terms, and a new system as an opportunity to solve a lot of issues at once.

He's been doing a lot of research and growth planning with the board, and has identified AI as a potential massive cost and organisation saver. Given the power of agentic AI and the increasing popularity of telehealth services, is it possible that a high percentage of vet appointments could be automated entirely, cutting costs and freeing up staff for more high-impact work?

**Mitzi Pritski** runs the customer response (CR) team at the Blackburn site; she and her team spend an awful lot of time dealing with scheduling for the vet team, handling worried/irate customers, and tracking the course of treatment for any particular patient. Having to juggle all of the different vets schedules on paper, while managing clients/the other branches and keeping detailed records, is a large burden for a small team. She's cautiously positive about the new system, but worries that the main burden of adoption would fall on her team and that any automated system would lose the personal touch that customers want when concerned for their pets.

**Delphine Rouchard** is the newest PVC vet, and one of only two certified to drive the van;

she spends most of her time on the road visiting farms and dealing with large animals rather than pets. She wants a simple scheduling system that she can use while on the road, and she wants more visibility on how she specifically is doing with clients.

Additionally, Delphine has recently volunteered to take on data management for the business alongside her normal duties while she works towards her MBA in evening classes. She's concerned about how much data flows through the business without being tracked or standardised, and dreads the possibility of an audit or GDPR concern.