



## CASE HISTORY — GROWING EDGE PARTNERS

### HEALTHCARE COMPANY

#### The Challenge

We were asked to help the senior management team and operating managers of a 17-facility acute care and elder care business with over 1200 employees and \$55 million in annual revenues. The owner was contemplating selling the business and wanted to increase its value. He asked for our assistance in working with the CEO to develop the senior team and to find ways to make the business more profitable and ready for sale.

#### Our Response

We helped the owner and the CEO to build a collaborative relationship and to develop strategies for increasing the profitability of the company. As these two leaders developed alignment, we began to work with the senior team and management group to develop a unified company culture and operating approach. Our key strategies included:

- Build the senior team's confidence, management skills and decision-making ability; guide them to reach agreement on an ongoing team operating agenda and a development process for each senior team member (with coaching, peer feedback, and professional development).
- Work with the senior team to develop and co-deliver a company-wide business and leadership training program to nurture shared management skills, objectives and cultural expect-

tations among all managers and supervisors.

- Support the general managers and staff of each facility to implement the training program with their own staff, improving teamwork and operating performance.

#### Results

The company built a reputation for innovative practices. Management of each facility improved and margins and revenues increased. Staff turn-over decreased. Hiring of qualified staff became easier, as the company developed a reputation for treating its employees well.

The company's valuation increased substantially in the two years of our engagement, which ended just before its sale. It was sold, at higher multiples than the industry average, to a multi-region provider for approximately \$85 million. The acquiring company continued to grow to over \$400 million annual revenues with 3000 employees.

After the company was sold, the larger acquirer adopted many of our client's staffing, financial, quality and other management best practices. The acquirer also retained most of our client's key leaders, who took significant roles in its executive team and regional management organizations and were promoted to officer levels. The acquirer brought in our firm to conduct leadership and team skills training and to offer consulting and coaching assistance.