

## Case Study: Cedar Springs Health and Rehab, Cedartown, Georgia



### Solution

When MATCH began the engagement, members of the leadership team were at odds with each other. Communication was strained and tempers were short. The team was not able to achieve consensus on important issues. Resentment and frustration were high. As the client described it, "We were a group of headstrong, Type A personalities."

MATCH was chosen based on the firm's expertise in long term care and its reputation for creating strong leadership teams that are well equipped to manage change within their organizations.

Seventeen individuals participated in the MATCH Leadership Program. Delivered onsite over three months, the program was completely customized to meet the specific needs of this particular facility. The program introduced leadership principles in two phases. Phase One focused on identifying strengths, weaknesses, gifts, motivations and perceptions through a series of assessments. Using collaborative group discussions, lecture, exercises, role plays and field work assignments, participants were introduced to and encouraged to explore new ways of communicating and creating understanding and connection. In Phase Two, participants concentrated on the five core elements of the program—Awareness, Desire, Knowledge, Ability and Reinforcement as they learned new skills and behaviors through situation-specific games, role-plays and field work assignments.

After the program concluded, the client reported that the process was enlightening, that she could literally feel the tension disappear and that the results the program achieved are long lasting. MATCH was also delighted to learn of their "deficiency free" survey results. Participants continue to meet twice a month to reinforce their new skills and insights. The client states that since the program was introduced:

- Respect has replaced conflict.
- The team has become a family.
- Individuals are more confident and comfortable working with each other.
- Participants are more engaged and involved in their work.
- They enjoy spending time together and solving problems collaboratively.
- There is an air excitement and enthusiasm about the short and long term changes that are coming.
- They are embracing the possibilities of renovations to their current facility and are looking forward to the brand new facility that will be breaking ground in 2010.
- There has been a noticeable increase in creative thinking as seen in the ways change has been presented to and bought into by the various stakeholders.

### Challenge

MATCH Healthcare Consulting was engaged to help the facility leadership team become more effective in working with each other and with the other members of the staff in preparation for introducing and managing the change necessary to transform the facility from an institutional to a household model.

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