

A Case Study: Caremark

Caremark, the nation's premier integrated pharmacy services provider, is a Fortune 100 Company that realized net revenues of approximately \$37 billion in 2006.

The Problem:

Leadership felt they needed to develop better communication, better customer service, and greater productivity. In addition, pre-assessment and focus group data revealed needs in the areas of employee recognition, equal treatment, peer trust, leadership trust, team building and respect among the workforce. Data also demonstrated the concept of Integrity was generally not grasped nor practiced well.

The Solution

The Company engaged *Heart of a Champion* to customize an Integrity Learning Course for the 512 employees and leaders at their Ft. Worth facility during a period of approximately 120 days. The purpose of the program was to encourage employees in the development of personal and professional integrity and to increase productivity.

Program Results – Empirical Data:

The post assessment data revealed some significant changes in attitudes and behaviors related to integrity – some as much as 9% shifts. Data further demonstrated that 1) the behavior of individual employees changed in regards to integrity; and 2) more of the employees were thinking alike and behaving alike relating to integrity-based knowledge and behavior.

Program Results – Anecdotal Evidence:

Anecdotal evidence from the Post Focus Group showed that: 1) Caremark people became aware of the definition and importance of integrity and had an emotional attachment regarding doing the right thing; 2) People learned that integrity is everyone's responsibility and that integrity is contagious; 3) Following deployment, employees were less likely to use company time to accomplish personal things; 4) they saw evidence of people considering their actions more and treating their peers with greater integrity, as well as challenging others more to walk in integrity; 5) Productivity increased significantly.

"Our production and performance over the past 90 days have been the highest in the history of this facility...as has our quality-control." - Paul Turner, Caremark VP & General Manager

The facility realized an increase of nearly 20% in productivity. In addition, the increased efficiency allowed for a decrease in overtime hours, and an increase in quality-control numbers, with QC numbers also being the highest in the history of the company. Based on this data, it can be concluded that the program resulted in a **seven-figure increase** to the company bottom-line.

Conclusion:

Summarily, although integrity was Caremark's primary core value, employees felt it was never really a part of their day to think about the concept of integrity. The data and anecdotal evidence suggested that following training there was an overall true awareness of integrity – both personally and professionally. The value of the Heart of a Champion program to Caremark and its people was reflected in the bottom-line impact to the company as seen in the empirical data and anecdotal evidence which demonstrated that during the period of program deployment, performance and production at the facility were the highest in history.

"The Heart of a Champion program was the perfect format to assist in the development of one of our core values - "Integrity". The facilitators were great and the entire program has benefited the facility beyond my expectations. As a result each of us are better individuals in the game of life and therefore are better employees. The development of our collective understanding of how integrity fits into each employee's life coincides with the growth and improvement in efficiency and production." - Paul Turner, Caremark

