

CLIENT STORY

“Hands down, Insperity blew us away”

Number of employees: 44 | Headquarters: Rowlett, TX

Complete Pharmacy Care is a specialty pharmacy that provides medications to intellectually and developmentally disabled people living in halfway houses, intermediate-care facilities and foster homes. Its patient population is cared for by third parties, and the company’s mission is to make things easier for the caregiver so that they can focus on giving care.



A company that grows from 100 clients to more than 3,000 in five years can garner a lot of attention. On the Inc. 5000 list of fastest-growing small companies for five years straight, Complete Pharmacy Care was enjoying a lot of success, but suffering growing pains.

“It was very heady stuff; when your revenue’s growing like this for five years, it’s very impressive,” said Leonard Lynskey, the company’s founder and CEO.

The challenge was that things were starting to fall through the cracks, processes weren’t in place, and they weren’t meeting their customers’ needs. So, in 2012, Lynskey said they took a step back to spend some time to fix what accelerated growth had created.

How’d they get there?

When pharmacist Lynskey opened Sachse Pharmacy in 2001, it was a throwback – greeting cards, soda fountain and a pharmacy that made compounds and delivered – like something from the 1960s.

While everyone has fond memories of the old fashioned pharmacy, the economics of health care had changed, and Sachse Pharmacy was struggling.

Fast forward to 2004 when a nurse walked into the pharmacy with a unique need: Four patients in a halfway house needed

medications dispensed and organized by month in blister packs – a job and a patient population that required long-term special attention.

After about six months of providing the service for this group, as well as several others across Texas, Sachse Pharmacy had about 100 clients in this niche specialty.

“I thought, we could be on to something here,” Lynskey said. “That was sort of my aha moment. It wasn’t a light bulb, so much as kind of a slow fuse that finally lit a fire.”

The company did away with its retail pharmacy model, opened as Complete Pharmacy Care and focused full time on providing medications for intellectually and developmentally disabled patients. CPC’s approach is to manage the whole patient – not just the medications that they need for their disability, but anything else they may require over time.

“Our purpose is making things easier for the caregiver so they can focus on giving care, and our customer service is built around making that happen,” Lynskey said.

Committed to employee retention

During the introspection of 2012, CPC's leadership developed processes and metrics for customer service. To get the customer service piece right, they knew they needed to keep good employees.

"It was really important that we didn't have a revolving door within our employee base," Lynskey said. "In order to do things consistently right, you've got to have the same people doing them every day."

As the company grew from six employees to more than 50, there were human resource issues that CPC management wasn't equipped to handle.

"We didn't have the knowledge base or the experience," Lynskey said. "And when we looked at going out and trying to add all these pieces in, it just became overwhelming."

The search for help

"I wish I could say we found Insperity first, but we went with a different PEO (professional employer organization)," Lynskey said. "But in the two years we were with them, I think we had payroll run correctly three times."

Big insurance increases and service problems led CPC to search for another human resources provider. CPC is a values-driven company and the leadership wanted to build a relationship with a like-minded company.

"As we have matured as an organization, it's become more and more important for us to pick vendors that share values and beliefs – so that on day one or day 500, you're going to get the same customer service response."

Making a difference from the start

"There are a hundred companies out there that can run payroll and administer benefits and do the basic things that a PEO can do," Lynskey said. "But when we started looking at how these companies were going to partner with us and what they brought to the table that helped further our employees' knowledge and experience and what they could do for us to help us keep our employees in place, hands down Insperity blew us away."

The value that CPC sees from its relationship with Insperity is the HR infrastructure where, once the company started to utilize them, the benefits just snowballed.



Leonard Lynskey
Founder and CEO
Complete Pharmacy Care

The difference was felt very quickly:

- Within 60 days, CPC's policies and procedures manual was revamped.
- The company had new job descriptions in six months.
- Salary surveys provided compensation data and helped with recruiting.
- The employee review process was overhauled.

"If we'd gone out and hired consultants, we'd have spent thousands and thousands of dollars."

Training and development

Beyond the improved employee handbook, recruiting practices and performance reviews, CPC employees use the training and development that Insperity provides. Online courses on customer service, phone etiquette, interpersonal relationships, Excel and listening are important for the team, as customer service is a cornerstone of CPC's mission. In addition, the management team takes advantage of leadership training and alignment sessions.

"We have five or six really young, inexperienced managers, and we have really leaned hard on Insperity to help us develop those managers into leaders," Lynskey said. "From something as simple as how to coach and counsel to how to lead an effective conversation or build a team, they do a fabulous job."

Many CPC employees must have continuing education credits for their certifications, and a portion of that is reimbursed through the Insperity relationship. They also can use the tuition reimbursement program for workshops or to attend college.

"All of those little things say to my employees, 'I care about what's going on with you, not just when you're here but in your personal life as well.'"

Peace of mind in risk mitigation

When CPC was faced with a claim filed with the Equal Employment Opportunity Commission, it was the relationship with Insperity that stilled the anxiety.

"Never in a million years would I have dreamed of all the things I had to worry about, that I would get an EEOC complaint," Lynskey said.

"When you look at Insperity, if it's just about dollars and cents, you're not even the right customer because you don't get it. You can put three people in a room and get the lowest bidder and you're going to get exactly what you pay for. But if you're looking for an organization that's going to **drive value through real, measurable results to your bottom line, then Insperity is the company for you."**

Leonard Lynskey
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"I wouldn't have any idea what to do with it except spend a lot of money. I didn't have to go hire an attorney, I didn't have to worry about who was going to take care of this."

Lynskey had every confidence that Insperity would guide him and handle the claim, which turned out to be unfounded.

"Having these little hiccups come along that you didn't even foresee and having someone to hand it off to who's going to navigate you through the process with competence; it's one less thing you've got to worry about when you go to bed at night."

When it comes to safety, Insperity had an OSHA specialist go to the CPC offices to determine whether there were any safety violations and suggest things they could do to mitigate risk.

"As a small business owner that's not anything I would ever even have on my radar, and Insperity has mitigated that risk away as much as possible," Lynskey said.

"I really feel like at the end of the day I've got the HR resources of a Fortune 500 company and I'm a 50-employee company. And that is priceless and it's for a fraction of the cost of what the big boys spend."

Engaged employees lead to productivity

An annual culture survey of CPC's employees gives the leadership team a place to start to address issues they may never otherwise know about. Insperity administers the confidential survey then works with the company to come up with an action plan.

From helping with onboarding new employees to establishing an employee recognition program, the survey results have helped improve CPC's employee engagement. And, engaged employees are productive employees who aren't job-searching.

One of the things that came out of the survey is a recreation and relaxation committee that coordinates picnics, parties, recognition events and even a company softball team.

“All of these activities are being spun up by the employees, and I feel like it's because they feel respected and appreciated.”

What's the value?

CPC has slowed its growth since the frenetic days of 2012, and now gets more done with fewer employees because they're engaged and productive employees – a result of becoming an Insperity client, according to Lynskey.

“Because of Insperity we were able to hire and keep our best employees. And so now we've got a really motivated and empowered workforce. Once you've got motivated and empowered people, they make better decisions and they work together.”

He believes that what he receives from Insperity supersedes the cost of the service.

“I'm probably making money on them,” he said.

“I think Insperity is the best choice for our company for three reasons. One is the value they deliver. Two is they feel like a partner and not a vendor. And three is because they're a values-oriented company; they align very well with us and that's something that's very, very important to us,” Lynskey said.

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