

Healthcare

When Systems in Silos Hurt Rather Than Help

Tagline: *Data Rich, Insight Poor*

BetterGround Advisory | Case Study

AT A GLANCE

A 38,000-employee healthcare system breaks down data silos to create visibility into talent, driving a 31% increase in internal mobility and 17-point rise in employee engagement.

The Challenge

A 38,000-employee healthcare system had made significant investments in enterprise technology. Like many others, they had ERP systems for finance and operations, HRIS platforms for workforce data, and performance management tools for tracking individual contributions. Each system worked well for its intended purpose. The problem was that they did not work together.

Finance could see budget and labor costs, but not which departments were developing future leaders. HR could track credentials and tenure but not operational performance. Operations knew where staffing was thin but not who might be ready to step up. Leadership couldn't answer basic questions about talent: who was ready to advance, where skill gaps were affecting patient care, why good people kept leaving. The data existed. The insight didn't.

Meanwhile, turnover was rising, burnout-related absenteeism was increasing, and external recruiting for specialized roles was becoming more expensive and less effective. Something needed to change.

The Approach

BetterGround Advisory partnered with HR, IT, Finance, Operations, and Clinical Leadership to identify cause and effect. What were the actual pain points, and what would good look like within their respective teams? We started by defining what senior leaders needed to know and what was most commonly missing from frontline leaders' day-to-day work.

The goal was not more dashboards or data. If anything, it was less. Providers and case managers needed actionable insights that allowed them flexibility in grey areas. Senior Leaders and other P&L owners needed aggregated data with better understanding of the underlying root causes impacting turnover and overall satisfaction trends.

The technology implementation was accompanied by comprehensive change management—training programs for clinical and non-clinical teams, communication that connected the new tools to the organization's mission, and feedback loops with early adopters that allowed us to refine the approach based on real-world experience. We were deliberate about helping teams understand not just what the tools did, but why they mattered.

The Results

Within 18 months, **internal mobility increased by 31%** year-over-year. Employees were finding growth opportunities within the system rather than looking elsewhere. External recruiting costs for key roles declined as internal pipelines strengthened.

In departments that adopted the new approach early, **employee engagement scores rose by 17 points**. Managers began having conversations that mattered—impacting every aspect of the patient and provider experience. Retention of high-performing clinical and support staff improved during a period when healthcare workforce shortages were making retention harder industry-wide.

The deeper shift was cultural. Leaders began to see talent development not as an HR function but as an operational capability—something that affected patient care, team performance, and their ability to execute on the organization's mission.

The Takeaway: Data without connection is noise. The value comes from linking information to decisions—and helping leaders see talent development as core to their mission, not a check the box exercise to remain compliant with an HR policy.

Engagement Overview

Client: Healthcare System (38,000+ employees)
Duration: 18+ months
Capabilities: Change Management | Technology Integration | Talent Development | Cross-Functional Leadership

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