

Streamline operations, win on recruitment and retention



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Healthcare is in the midst of a talent management crisis; one that's poised to get worse over time. Not only are healthcare organizations facing difficulty recruiting the talent they need, but they're also struggling to retain them as industry-wide staffing shortages entice workers to seek opportunities outside their organizations.

6 in 10

healthcare workers say they plan to leave their job in the next five years¹

45%

have looked for new jobs within the last 6-12 months¹

63,720

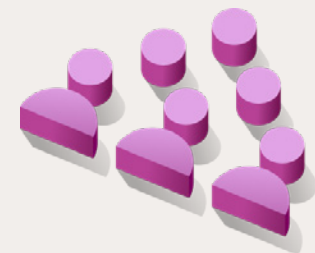
The projected shortage of full-time Registered Nurses in 2030, according to the Health Resources and Services Administration.²

Put simply, healthcare organizations need to pull every possible lever to stem the tide — including finding ways to streamline operations to help prevent and manage employee burnout.

Yet, healthcare leaders often struggle with disjointed, manual workflows that hinder the employee experience and contribute to burnout — and threaten their ability to attract and retain top talent as a result. This is driven in part by fragmented tech stacks: Disconnections between core functions like HR, IT, and finance that require time-consuming manual interventions to bridge.

“Operational efficiency is upstream of both the employee experience and the patient experience,” said Brett Stanton, PMM Lead, Startups and Strategic Verticals at Rippling. “It shapes everything from employee onboarding to their day-to-day experience. Ultimately, it impacts your ability to deliver the standard of care patients deserve.”

In this playbook, we'll explore how fragmentation caused by siloed HR, finance and IT systems impacts healthcare organizations, the burden this places on clinicians, administrative staff, and leadership, and how unifying these processes can help improve outcomes for staff and for patients. We'll also delve into how leaders can work toward simplifying their tech stack and the steps they can take to find a unified platform that fits their organization's unique needs.



How fragmentation hinders the employee experience

In healthcare, the technology employees use every day is nearly as important in shaping the workforce experience as delivering patient care. And siloed systems for core functions of the organization — workforce management, payroll, credentialing, onboarding, scheduling, and more — often undermine the employee experience.

“With no communication between one system and another, employees need to continually duplicate data entry across multiple systems. This means they routinely experience delays and data inaccuracy,” says Stanton.

The challenges of fragmentation significantly impact both administrative and clinical staff. However, each of these subsets of the workforce experience the pains of fragmentation differently.

For administrative staff, siloes increase the risk of burnout and attrition

Administrative staff often bear the brunt of delays and duplicate efforts caused by fragmented systems.

Payroll teams, for example, may need to manually reconcile employee hours across multiple scheduling platforms, manually validate overtime and shift differentials, then input that data across payroll, HRIS and finance systems.



There’s just so much administrative work that prevents employees from doing the most strategic version of their job.



Brett Stanton

PMM Lead for Startups and Strategic Verticals, Rippling

Manual workflows and tedious data entry don't just reduce workers' productivity, they also shape how they perceive their employer and undermine morale at work. "Many administrators go into healthcare because they want to help patients and empower clinicians to offer the best quality of care," Stanton explained. "But when they're spending hours each day trying to navigate fragmented systems, it becomes easy to lose sight of that goal."

Non-clinical staff who feel they're overloaded at work are

2.1x more

likely to leave their job than those who don't feel overloaded.³

Impact of fragmentation on administrative staff

Higher rates of burnout, due to:

- More time spent on manual data entry
- Manual report generation
- Duplicate efforts to enter/manage data across disparate systems

Consequences for the organization

- Higher rates of admin staff turnover
- Less time delivering strategic value
- Less time spent engaging with clinicians and patients to support care delivery



For clinicians, a lack of transparency can erode trust in the organization

The impact of habitually-overworked administrative staff ripples out to clinicians as well. As a baseline, overloaded admin are less able to provide the support clinicians need to fully focus on care. “Some of the ‘busy work’ almost inevitably ends up falling on clinicians. They’ll typically become even more frustrated than the administrative staff, since they have less time and mental energy to dedicate to patients,” said Stanton.

But fragmented HR and finance systems play a surprisingly large role in retaining clinicians. Without unified systems, clinical staff can struggle to find basic information about their compensation — pay stubs, benefits summaries, reimbursement balances — without looking across multiple systems. Clinicians default to contacting admin teams to answer questions they should have been able to answer via self-service. In addition to overburdening admin teams, fragmentation can undermine clinicians’ confidence in the accuracy of their compensation. For a highly paid, specialized workforce, this starts to erode their trust and commitment to their employer.



Clinicians who feel overloaded at work are more likely to leave their jobs:

Physicians

1.7x more likely to leave

Nurses

1.9x more likely to leave

Clinical staff

2x more likely to leave



The onboarding problem

Fragmented systems also add complexity to the onboarding process, increasing the risk of miscommunications and delays. “Healthcare has specific needs related to onboarding, since credentialing and license verification is such a critical step of the process,” said Stanton. “But if you don’t have streamlined, unified workflows in place, new hires may not understand which data they need to submit — or who they’re supposed to submit it to.”

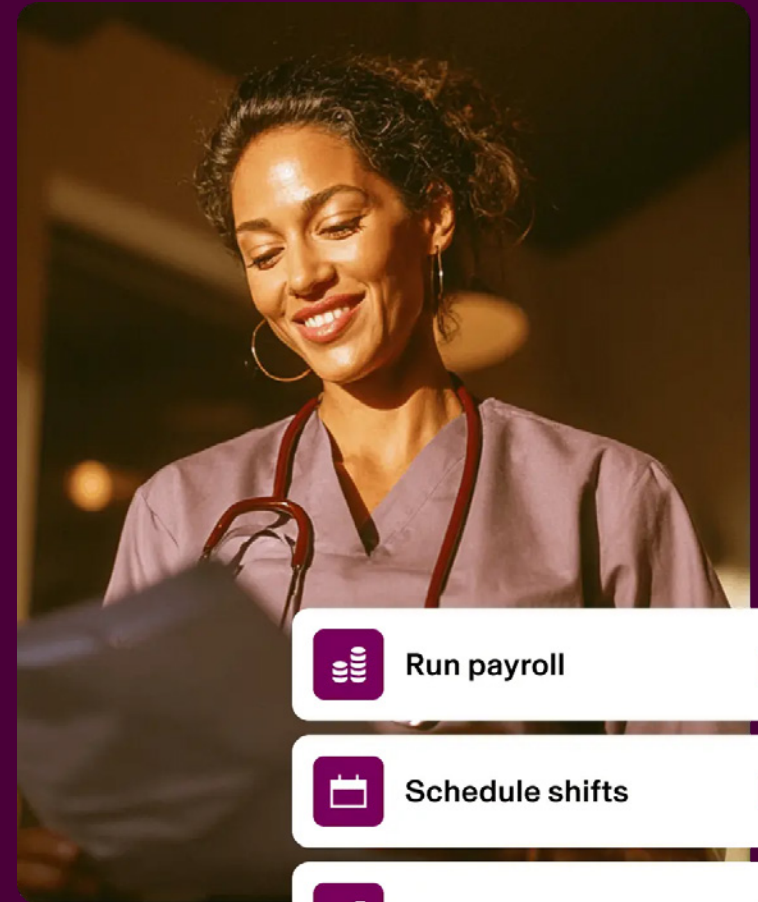
The result: Applicants and hires may need to sift through email threads to find the onboarding instructions they need, rather than accessing all relevant information in one place, he explained. “And organizations miss out on opportunities to make a warm first impression for these highly skilled, highly in-demand clinicians — and help them hit the ground running and focus on patient care.”

Impact of fragmentation on clinical staff	Consequences for the organization
• Limited visibility into compensation details	• Increased burden on administrative staff to answer clinicians’ inquiries • Erosion of trust between employer and clinical staff
• Complex and lengthy onboarding processes	• Longer delays between hire and first shift • Increased risk of credentialing/licensing compliance issues.

Without unified data, leaders don't have the insights they need to inform staffing decisions

In an environment characterized by slimmer margins and rising costs, healthcare leaders need to be able to integrate finance with HR and IT to make data-driven decisions. Data siloes make it near-impossible to determine how staffing decisions might impact the financial performance of the organization.

“Even if you're keeping on top of metrics like turnover rate, it can be very difficult to pinpoint the true cost of staffing challenges without integration across HR and finance,” Stanton said. “It also becomes more difficult to take advantage of new opportunities, like acquiring a new practice, if you don't have the unified insights you need to demonstrate ROI. Without visibility into how clinical and non-clinical teams are driving value, you risk making staffing decisions that undercut your ability to operate effectively.”



Run payroll



Schedule shifts



Report on anything



For mid-size organizations, the stakes are higher than ever

While the staffing crisis impacts healthcare organizations of every size, the impacts of fragmentation can prove particularly damaging for mid-size organizations.

“These organizations occupy a middle ground when it comes to optimizing their tech stack: They’re big enough that they need robust systems to help streamline and unify core aspects of the organization, like HR and finance, but they often don’t have the resources of very large health systems to create and maintain their own home-grown integrations,” said Stanton.

Many mid-size organizations also have plans for expansion. But the inefficiencies introduced by fragmented systems steadily undermine growth. Manual workflows mean organizations are less able to scale without increasing headcount. And the more siloed point solutions that make up an organization’s tech stack, the more challenging — and costly — it becomes to deploy additional solutions.

Finally, there’s the matter of cost. “When you’re devising your own tech stack out of disparate point solutions rather than adopting a unified platform, you’re much more likely to be paying for redundant functionality across multiple systems,” Stanton explained.



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Unifying HR, finance, and IT into a single platform helps power a stronger employee experience.

As healthcare organizations seek to safeguard their talent and maximize cost-efficiency across HR, finance and IT, adopting a unified Human Capital Management (HCM) platform can help leaders boost performance — and improve several key talent metrics as a result.

Simplify workflows to help address burnout

One of the primary benefits of a unified platform is increased productivity. Breaking down siloes between HR, finance, and IT helps remove redundant workflows, such as entering the same data into multiple systems, helping reduce the administrative burden on clinical and non-clinical staff.

With a unified platform, for example, managers can access crucial information like time-off balances, compensation details, and shift preferences — without requesting manual reports from HR.

The result: Health systems can reduce the burden on administrative staff, freeing up resources to dedicate to more strategic work and patient care.



Beam was able to save **20 administrative hours per month** by deploying Rippling, an HCM that streamlines HR, IT and finance operations.

Build clinicians' trust with transparency

A unified platform also allows clinicians to access crucial information from their employer through one unified platform. "Instead of looking through multiple systems for payroll and scheduling information, they can see their scheduling and compensation details at a glance," said Stanton. "This not only enables pay transparency, but transparency in other areas, like bidding systems for PTO."

The result: Clinicians can feel confident they're receiving the pay, PTO, and other compensation they're entitled to — without having to 'connect the dots' across multiple systems or request manually-compiled reports.

Streamline onboarding and credentialing to speed time-to-first-shift

Shortening the time between hire and first shift is critical to address healthcare's staffing crisis. The right solution can help automate licensing and credentialing for new hires, so staff can start serving patients faster.



Strive Health shortened their hiring time to **2 minutes** with Rippling.

A unified platform also helps ensure that clinicians remain compliant. Instead of relying on administrative staff to manually review credentials to identify expirations, the platform can alert HR teams to upcoming expirations — so they can notify the appropriate clinicians and respond accordingly.

The result: Healthcare practices can scale with confidence, since they can hire and onboard new talent quickly while trusting staff remain credentialed and compliant.

Make decisions based on unified insights

Finally, a unified HCM makes it easier for leadership to make data-driven decisions and feel confident in how their choices will shape the future of the organization. With the right platform, leaders can track key talent and financial metrics — such as recruitment costs, labor costs, and turnover — to find the right staffing decisions to move the organization forward.

“Leaders can generate reports in real time to draw strategic conclusions across different areas of the business,” said Stanton. HR employees, for example, can easily track and measure retention in real time to address staffing issues early, while finance leaders can quickly assess profitability across locations to identify the best next steps.

“With the right solution, you can even delve into location- and practice-specific metrics,” he explained. “So when you go to expand, you already know where you’re overperforming — and where there might be untapped potential to acquire a new location.”

The result: Leaders unlock the ability to model how HR decisions impact other core aspects of the organization and make decisions with short- and long-term goals top of mind.

How healthcare leaders can maximize value from a unified HCM

Stanton recommended these best practices to find the right platform and set your rollout up for success.

1 Engage clinical and non-clinical staff from the start

Since operations have a direct impact on the employee experience, leaders should start any transformation project by soliciting feedback from clinical and non-clinical staff. “Your teams are well aware of the pain points with your current system, and they’ll have valuable insights into which of those challenges pose the biggest threat to the employee experience,” Stanton explained.

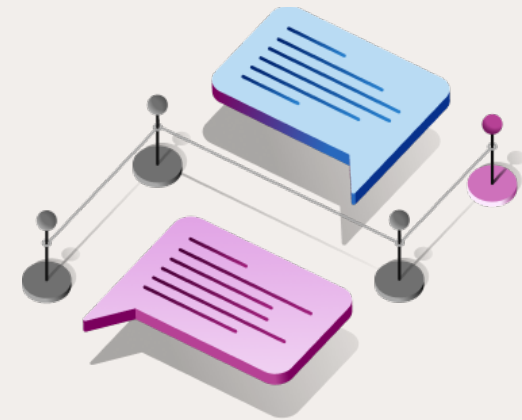
These conversations invite your teams to imagine what’s possible; how much better their day-to-day work experience could be with a unified HCM platform, he says. “You’re laying the foundation for staff buy-in, which puts you on track for a successful rollout when you make your final selection.”



2 Devise a holistic plan to demonstrate value

In addition to tracking financial metrics to assess ROI, leaders should also track key talent metrics, such as turnover rate, as well as metrics related to patient experience and outcomes.

Each organization has their own goals and objectives — and correspondingly, their own optimal set of KPIs to track. However, many organizations opt to measure some combination of the following metrics:



→ Which metrics should leaders consider tracking?

Financial metrics	Talent metrics	Patient experience/care metrics
• Labor cost as a percentage of revenue • Cost per patient encounter • Overtime spend • Payroll error rate • Payroll processing cost per employee • Time-to-payroll completion • Benefit administration costs • Revenue cycle staffing productivity • Cost of workforce administration	• Employee turnover rate • Clinician turnover rate • Employee Net Promoter Score (eNPS) • Average recruitment cost • First-year attrition rate • Average time-to-hire • Average time-to-onboard • Vacancy rate • Payroll inquiry volume • Payroll issue resolution time • Credentialing compliance rates	• Patient Net Promoter Score (NPS) • Appointment wait times • Appointment availability • Patient complaint volume • Call light response times • Medication error rates • Quality-of-care scores

Stanton also recommended establishing a baseline by assessing your current performance across each of your chosen KPIs. From a financial standpoint, that may mean considering the total cost of ownership for the organization's suite of point solutions, as well as indirect consequences, such as elevated recruitment costs rooted in lengthy onboarding experiences or poor appointment availability caused by staffing shortages.

"Make sure you're zooming out to include opportunity costs, too: The additional revenue you could unlock if you could onboard talent more quickly or free up resources to focus on growth," he advised. "Together, these metrics will help you get a more complete picture of how you're performing — and provide more insight into how the platform truly enhances your organization."

3

Set the rollout up for success with guided implementation

Ultimately, the success of deploying a new platform relies on engagement and uptake from staff, leaders should keep training top of mind when devising a rollout strategy. "Guided implementation is key; It allows staff to see first-hand how the new system can improve their day-to-day experience at work, as well as address any challenges or friction points before the system goes live," Stanton said.

He recommends looking for a vendor who offers hands-on training, as well as exceptional customer support for issues that arise during or after the rollout. "The right provider should almost feel like an extension of your team. They should deeply understand your business, the operational challenges you're hoping to address — whether that's elevated turnover among clinicians, elevated rates of burnout among admin staff, or something else entirely — and be able to help your staff use the platform to reach your unique goals."

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Get the support you need to address healthcare's staffing crisis

Today's healthcare leaders are at a crossroads. Facing rising costs and worsening labor shortages, organizations need to take steps to enhance their operational efficiency today — or they risk losing their talent to competitors who can offer a stronger employee experience.

“Addressing fragmentation by shifting toward unified HCM platforms helps your entire workforce work together strategically,” said Stanton. “You're empowering your teams to cut through the ‘busy work’ and focus on what truly matters: delivering exceptional patient care.”



How Rippling can help

1000s of healthcare teams are automating busy work, increasing profitability, and making better decisions by managing HR, payroll, IT, and finance in one place.

[Explore what's possible with Rippling](#)



Sources

- 1 <https://www.staffingindustry.com/news/global-daily-news/60-healthcare-support-workers-expect-leave-their-jobs>
- 2 <https://www.aacnnursing.org/news-data/fact-sheets/nursing-shortage>
- 3 <https://pmc.ncbi.nlm.nih.gov/articles/PMC10035977/>





Rippling IT unifies identity, access and devices into one system built on shared data across your environment. Instead of stitching together tools or maintaining complex workflows, IT defines how systems should work — access, device policies, and compliance — and Rippling keeps everything in sync as your business changes. AI is embedded in the system itself, helping execute provisioning, resolve requests, surface risk, and reclaim wasted spend. It doesn't replace control but instead extends it across your entire environment. The result is an IT system that continuously operates as designed, giving teams full visibility and reducing the manual work required to keep everything running. Visit www.rippling.com and follow us on [LinkedIn](#) to learn more.

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