



CASE STUDY

ALTOUR

TRANSFORMING TRAVEL MANAGEMENT FOR A LEADING U.S. HEALTH SYSTEM

CLIENT PROFILE

Our client is the **third-largest nonprofit integrated health system** in the United States, operating across 67 hospitals and more than 1,000 care locations. With a workforce that has grown to over 155,000 employees, the organization provides care through a broad network of hospitals, outpatient clinics, physician practices, research institutes, and a top-tier medical school. The scale and complexity of their operations demand a seamless, highly coordinated travel management solution for HCPs, researchers, corporate travelers and executives.

PROGRAM BACKGROUND

For over two decades, the client managed its travel through a Corporate Travel Department (CTD), offering high-touch, agent-supported service tailored to the needs of its Healthcare Professionals (HCPs). In a transitional move, the organization switched TMCs and operated under a rent-a-plate service model for 18 months, maintaining a high level of service but lacking the integration and control of a fully managed program.

In 2018 when the client issued a competitive RFP, ALTOUR was awarded the business based on our experience with enabling complex Life Sciences travel programs, our strategic approach to change management, and our ability to deliver results at scale.

THE CHALLENGE

The biggest challenge was navigating change management for a traveler population composed of **80% HCPs**, many of whom were accustomed to hands-on, concierge-level support. The organization had introduced a new mandate requiring all travel to be booked through an Online Booking Tool (OBT), creating the need to shift both user behavior and organizational culture.

This transformation needed to preserve service satisfaction while introducing digital efficiencies across a decentralized and fast-paced healthcare system.

THE ALTOUR SOLUTION

ALTOUR implemented a designated service team familiar with Life Sciences travel, powered by industry-leading technology and supported by a structured, human-centered change management plan. Key components of the solution included:

- A phased rollout plan tailored to different traveler profiles (HCPs, corporate travelers, EAs, VIPs, recruiters, and candidates)
- Personalized training sessions and materials for multiple user groups
- Development of internal training assets for the client's library

- Strategic relationship-building with key stakeholders across multiple departments
- A comprehensive policy review supported by ALTOUR senior leadership, using best practices and historical client data
- Deployment of tools and enhancements to improve the HCP and overall traveler journey
- Customized Business Travel Intelligence and training, aligned to the client's requirements
- A successful transition between online booking tools, without disruption to adoption rates

This methodology helped ensure not just technical adoption, but cultural alignment, internal confidence, and long-term program stability.

RESULTS & OUTCOMES

ALTOUR's ability to execute a high-touch, data-driven change management strategy led to impressive results:

- **Year One:** 65% online booking adoption achieved- inclusive of HCPs
- **Year Five:** Online adoption reached nearly 90%, illustrating sustained traveler engagement
- **Retention Success:** Following acquisitions, this client was required to go back out to RFP for the combined business and ALTOUR secured the combined business as we were trusted to integrate newly acquired entities
- **Ongoing Growth:** The program has since expanded to support six hospital systems, with a full consolidation into a unified travel program completed in 2025

Today, the program continues to operate at scale with high traveler satisfaction, a strong digital backbone, and measurable cost and process efficiencies, making it a model for healthcare travel transformation.