

From Insight to Impact

By Nicole Pfeiffer, Benefits Practice Leader



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In our business, *insight* is everywhere. We have data. We have benchmarks. We have dashboards, reports, and trend lines that tell us what's happening in healthcare and why costs continue to rise. Insight, in many ways, is table stakes. But insight alone doesn't move the needle for our clients. *Impact* does.

Impact is what happens when insight turns into clarity, confidence, and action. It's the difference between *knowing* something and actually *doing* something with it. And that's where our Employee Benefits team truly shines.

- Insight is identifying a trend. Impact is helping a client understand what that trend means for them.
- Insight is recognizing cost pressure. Impact is designing a strategy that balances affordability, sustainability, and employee experience.
- Insight is having the answer. Impact is delivering it in a way that earns trust and drives decisions.

What I continue to see across our team - at every level - is a deep commitment to bridging that gap. We don't just present information. We interpret it. We translate it. We apply it. And most importantly, we stand shoulder-to-shoulder with our clients as they act on it.

Impact doesn't always come from big, flashy moments. More often, it's built quietly through consistent behaviors:

- Asking better questions before offering solutions
- Preparing thoroughly so clients feel confident walking into difficult conversations
- Anticipating challenges before they become problems
- Following through, even when it would be easier not to
- Taking ownership, not just responsibility

These are the moments that don't always show up on a scorecard - but they absolutely show up in outcomes.

Impact also requires courage. It means being willing to challenge assumptions, to deliver hard messages with empathy, and to recommend change when the status quo no longer serves the client well. That kind of leadership takes confidence, preparation, and a genuine commitment to doing what's right - not just what's easy.

What makes me proud of this team is that impact here is not limited by title or role. Analysts, service teammates, consultants, producers, and leaders all play a role in turning insight into action. When we collaborate well, communicate clearly, and hold ourselves to high standards, the result is a client experience that feels thoughtful, proactive, and trusted.

As we move through another year of rising complexity in healthcare, our ability to create impact will matter more than ever. Clients are looking to us not just for answers, but for guidance. Not just for data, but for direction. Not just for expertise, but for partnership.

That's our opportunity - and our responsibility.

So, as you go about your work, I encourage you to think about this simple question:

How does what I'm doing today help move a client from insight to impact?

If we continue to lead with curiosity, discipline, and care - for our clients and for one another - I have no doubt that the impact we create together will continue to set us apart. Thank you for the work you do every day to turn insight into something that truly matters.

A handwritten signature in black ink that reads "Nicole Pfeiffer". The signature is written in a cursive, flowing style.

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