UNLEASHING THE POWER OF DIGITAL PATIENT COMMUNICATIONS

A Guide for Healthcare IT Leaders on
When to Build and When to Buy

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UNLEASHING THE POWER OF DIGITAL PATIENT COMMUNICATIONS

A Guide for Healthcare IT Leaders on When to Build and When to Buy

The expectations for streamlined, consistent patient communications have never been higher as healthcare becomes more patient-centric, digitally connected, and outcomes-driven. For healthcare systems, engaging patients throughout the patient journey using technology that patients use in their everyday lives is key to better patient outcomes, higher revenue, lower costs, and other benefits.

When the COVID-19 pandemic hit, many healthcare systems were ill-equipped to handle digital patient communications and required solutions quickly to meet patients' expectations and continue care. Even after the initial pandemic crisis passed, many healthcare providers needed a patient communications solution for vaccine distribution and self-scheduling, along with education and follow-up in order to engage patients.

The rise of telehealth during the pandemic has continued even though in-office visits have returned, proving that patients now expect access, convenience, and even self-service. Data from Accenture shows 51 percent of patients would switch healthcare providers for great customer service[1] and more than half of patients expect digital capabilities from their healthcare provider[2]. Health system IT leaders are constantly assessing where to focus their resources. This is equally true when it comes to whether to build or to buy a patient communications platform.

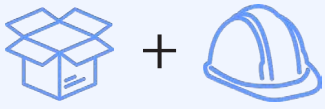
When an organization wants to unleash the power of digital patient communications to improve care and patient experience, the fundamental question is do you:

Use your team to build a patient communications platform from scratch?

or

Buy an off-the-shelf platform?

There are pros and cons to both options and the right answer generally depends on your specific organizational capabilities and needs, along with your budget.



A third option to consider is a combination of build and buy where your team uses a ready-made solution as a foundation to build high-value, customized solutions for specific use cases to fulfill the needs of your organization.

In this guide, we will examine the options and provide you with the information you will need to make a decision on what is best for your organization: build or buy, or both?

1 Collier, Matthew and Leslie Meyer Basham. (2016). Patient loyalty: It's up for grabs. Accenture
2 Kalis, Brian and Safavi, Kaveh. (2019). Today's Consumers Reveal the Future of Healthcare. Accenture

PROS AND CONS

As with many big decisions, there are pros and cons to either side. An off-the-shelf solution can typically be ready much sooner, but does it have all the capabilities you are looking for? The build-it-yourself approach means you can ensure the solution delivers all the features you desire, but it typically takes much longer to create. Let's examine the pros and cons of each choice:

BUILD

PROS OF BUILDING:

- Features that are specific to solving your pain points.
- The ability to customize the solution to fit your organization, especially if you have complex needs.
- Total control over development features.
- Ownership and rights of the software code.
- If a competitor does not have a similar application, building your own could give you an advantage.
- No dependence on other people or vendor decisions. Therefore, all changes and updates are part of your business strategy, and not unexpected occurrences.

CONS OF BUILDING:

- Building will take significantly longer than buying.
- Custom development is expensive (whether you build in-house or outsource).
- Development expenses extend beyond the initial build - you must account for ongoing support for a custom-built solution to ensure proper maintenance (bug fixes, security, all software updates; including the platform you build on, and any integrations).
- As your organization uses the platform and trends change, new features and enhancements will arise, requiring you to invest additional time, effort, and money.

BUY

PROS OF BUYING:

- The total cost of ownership of off-the-shelf solutions is less than custom-built ones.
- You can get your solution up and running more quickly (often in months compared to years with custom development).
- Your vendor will manage the support and maintenance.
- Continual access to new capabilities since vendors are constantly updating their solutions to meet market needs.

CONS OF BUYING:

- Off-the-shelf solutions can offer limited customization to suit your business-specific needs. (Tip: If customization is important for your organization, there are solutions that offer customization on top of ready-to-use features. Add this to your requirements list/RFP.)
- You need to pay for the solution upfront when buying although some vendors offer a subscription option.

GETTING STARTED

Now that you have weighed the pros and cons of building or buying, answer the below questions as they relate to your organization:

- *What problem is being solved and what value will be delivered?*
- *What specific capabilities are needed?*
- *How unique are those capabilities? (Do you have a clearly defined view of your needs?)*
- *What is your timeline or deadline for delivery?*
- *What commitments have been made?*
- *What is the impact of waiting?*
- *Do you have in-house development resources and where will they be most effectively used?*
- *How will you maintain, sustain, and future-proof the solution?*
- *How will you ensure ongoing safety, security, and compliance?*

Do you have in-house development?

It is worth thinking about your philosophical approach to software and how to best use your team's talent and time. Keep in mind, if you don't have the necessary talent, you will have to recruit and onboard new talent, all of which will take time. Some organizations have built a strong in-house development team specifically with the intention of building to meet organizational needs. Others choose to direct the efforts of their in-house development teams towards integration and building solutions that are not available in the market. If you're reading this guide, you probably fall somewhere in between.

CONSIDERATIONS BEFORE YOU BUILD

Thinking through all the details in advance is the best way to set up your project and organization for success. Answering the below questions will help guide you in determining whether there are truly no ready-made products that can solve your business problems so that you can seriously consider building your own solution.

Start by answering these initial questions

Do the solutions you need exist in the market?

Industry-specific technologies exist to address the needs of a particular industry. Get recommendations from your peers on their experiences with off-the-shelf products that can address most of your needs and also offer customization.

What is the ultimate goal for your solution? What use-cases are you hoping to solve?

Is the patient communications platform you want meant to solve a wide variety of issues or a few particular problems? Make a list of features that you must have, should have, and would like to have. Identify your pain points so you can see whether there are existing solutions in the marketplace that will address them. Determining what your goals and use cases are is the first step in determining whether purchasing an existing solution works best for you or if you need to build one.

Have you fully scoped what you want to build?

Make sure you thoroughly assess the entire spectrum of the solution you need to evaluate whether you have the necessary monetary and people resources. If you leave any detail out, it will be more expensive to go back and add it later.

How cost-sensitive is your organization? Does finance evaluate personnel costs differently than software costs?

It is recommended that a systematic approach, such as a cost-benefit analysis, first be done to estimate the strengths and weaknesses of each alternative. This will help to determine which option offers the best approach to aligning with your organization's financial plan.

How customized is your current system?

Do you have very specific needs and requirements that you know cannot be solved by an off-the-shelf solution? Some solutions offer customization and will work with your organization on fulfilling unique build requests.

What (if any) integrations will be required and who will do them?
Most software platforms will need to integrate with other tools, so after determining what you need to integrate, identify who will do the integration. Will it be someone in-house or do you need to hire an outside company?

Who will manage maintenance and future-proofing?
We discuss this more in detail later, but keep in mind, you will need to allocate or hire personnel to do maintenance on a built-it-yourself solution to keep it operating optimally, in addition to future-proofing so it doesn't quickly become obsolete.

What is your timeline?
Based on the scope and functionality of the digital communications platform, it could require minimally five to 20 full-time employees about nine months to two years to build a platform-level patient communications solution in-house. By comparison, implementing a purchased solution typically takes three to six months. What impact will a delay have on your organization and is the trade-off appropriate?

Considerations for your development team

In-house teams needed to build top-rated patient communications systems often include:

- Ten to 20 full-time people.
- Ideal team members have experience working with or at major EHR/EMRs (e.g., Cerner, Epic, MEDITECH, etc), or building platforms with SaaS technology at B2B SaaS companies (e.g., Salesforce, Coupa, Anaplan, etc), and/or with other HIPAA-compliant SaaS solutions in healthcare (e.g., at a hospital or health system).
- Ideal team members have a similar integration philosophy and are competent in API, FHIR, HL7, and flat files.

Is Retasking Ahead?

Despite the best intentions, crisis and acute need always take precedence in healthcare. Is there a likelihood that your team dedicated to the patient communications platform will be re-tasked to another initiative? For example, when the COVID-19 pandemic initially began, many important projects were put on hold due to other critical needs that had to be resolved quickly, and in many cases, with an all-hands-on-deck style approach (e.g., launching telehealth, virtual waiting rooms, creating drive-through COVID-19 testing, vaccine distribution at scale and more). The likelihood of "re-tasking" is another consideration for IT leaders when determining whether to use an internal team to build. If that happens, does all work on the patient communications platform halt until the team is back in place? What are the implications of waiting for your organization?

Does your in-house development team have the required skills?

The exact list of skills will vary based on the feature list you developed, but generally, for digital patient communications, your in-house team will need the capability to build and develop protocols for:

- Bidirectional messaging for both web and desktop applications
- Internal messaging
- Secure web messaging
- User Interface
- Separate functionality and monitoring capacities for administrators and staff
- Chatbot automation, including:
  - decision tree
  - natural-language-processing integrations
  - sentiment analysis
- Text-enablement for existing lines
- EHR-driven automation workflows
- Vendor-specific automation workflows
- EHR integrations
- Other vendor integrations such as telehealth, call center, wayfinding etc.
- Analytics
- Deliverability and fallback
- Security and HIPAA compliance
- User management with unique permissions and access

If you are considering hiring in-house team members to build a solution, consider the following:

- *Who do you need to hire to build your patient communications platform?*
- *What skills do you need but not have available in-house today?*
- *How large should the team be?*
- *What type of experience is needed?*

Once the team roles and structure are defined, the next questions are:

- *Do you have the ability to hire the team you need?*
- *Are you able to pay market-rate salaries for these positions?*
- *Are you able to offer this team interesting ongoing work?*
- *What portion of the team will be needed for ongoing maintenance?*
- *Will the team continue to add value to your organization?*
- *What are the chances that valuable team members will be retasked to other projects?*
- *How will the work be handled if people are retasked?*

Maintain and Sustain

You will need to factor in the ongoing investment needed to maintain and sustain your solution over time. Organizations often focus only on the building phase and overlook the importance (and significant investment) of operations, support, and ongoing development.

Using an in-house team to maintain and sustain your solution requires a minimum of two to three full-time engineers to maintain the basic functionality of a communications platform even if it's only a rudimentary system limited to one-way texting capabilities.

Those employees will monitor and improve deliverability, perform standard fixes and updates, keep security tight, support integration with the EHR and other vendors, and maintain documentation. Because bugs are inevitable even in the best-designed system, engineers need to be on call to troubleshoot and fix errors to ensure critical messages get delivered to patients and providers.

It is important to think about your philosophical approach to maintaining and sustaining, along with how to best use your team's talent.

Key Questions to ask:

- *Is maintaining and sustaining the patient communications platform how you want to allocate your team's time long-term?*
- *Will this take away from other potential projects that require your team's focus and talent?*
- *How much will ongoing support cost?*
- *Do you have people on staff who can fix and service the platform?*
- *Do you anticipate additional feature requests from internal stakeholders or patients over time? If so, what are the costs and staffing requirements to develop those?*
- *Will you need this to integrate with other systems or vendors in the future? If so, what are the development and integration costs?*
- *How will you ensure the in-house team stays abreast of the latest technology trends and continues to develop professionally to ensure your product keeps pace with the organization's needs?*
- *Do you have a budget for training, software, and other resources required to evolve the platform in addition to headcount itself?*

The Cost to Maintain

Once your custom solution is built, it will need ongoing maintenance. Also, the cost to maintain solutions with more integrations is higher since every integration will require extra development when it's updated. Review how often a platform you are integrating has historically updated its APIs. There are generally more frequent updates with newer products.

Future-Proofing Your Organization

To future-proof your investment, you need to keep up with new requirements and demands as technology evolves. A critical element of future-proofing is building a technology that offers flexibility so that as innovations evolve, your organization can also evolve. Another benefit of future-proofing is that it extends the life of your investment and saves you money. Building and maintaining new technology requires a lot of upfront and continuous investment, and you will have to be prepared for downtime in the event of service outages or new development.

Considerations for future-proofing

How will you meet your current needs and address near-future needs?

Define the ideal future state of the solution in terms of your business needs. The solution you build should resolve your current issues and address any ones that you know will arise in the near future.

Can the technology be updated in a few years?

A solution that cannot be easily upgraded will become outdated and limit your flexibility in addressing new use cases and needs.

Do you have personnel who will manage future-proofing?

Who on your internal team will be responsible for testing and updating the solution, scaling it, and ensuring that it is always secure?

The Cost of Adding Features

Once your solution is being used, there will be requests for new functionalities and revisions so you need to build in costs for the additional work.

As you can see, building a platform-level patient communications solution depends on your organization's capacity, needs, and budget. This can present challenges that some organizations, but not all, are equipped to handle. If you do not have an in-house development team or if the considerations for building seem daunting, buying a ready-made solution may be the right option.

Costs for Building

Overall costs will vary based on numerous factors such as the functionality you build, and how many integrations are needed. Many of the answers to the above questions will drive costs up or down. Other cost drivers include overhead, operational costs, salaries, software, and workforce hours.

When estimating the total cost to build, here are the key expenditures to factor in:

Initial Build Time
This is the cost of the development team for the length of time for the project. Take into consideration how experienced your team is, what their knowledge base is, how long they have worked together, and whether they need to learn new technologies. It's always wise to add extra time since most projects generally take more time than originally estimated.

Hosting Costs
If the solution you are building requires big data, the cost can rapidly increase especially if you need to scale.

Establishing and Maintaining Security
This is one of the most important costs to invest in since a data breach can do severe financial damage to a company. You will need to invest in security best practices, employee training, and dedicated resources to ensure your product is always secure.

Opportunity Costs
This represents the benefit you could have achieved if you had applied money and internal resources to another project instead of building a solution.

CONSIDERATIONS BEFORE YOU BUY

Even the biggest companies with deep resources opt to buy a proven product when it makes more sense for their business. Buying a solution costs less than building one; it's quicker to get the solution operational, and the vendor will manage the support, maintenance, and upgrades.

Look at the differentiating features of solutions you are considering and determine if they fulfill your requirements. Estimate the value of each solution over time and examine the primary value drivers for each product.

Does it make sense for you to buy?

First, answer the following questions

When do you need your solution?

If time is of the essence and fast deployment is your priority versus full customization, buying may be the better option. It could require five to 20 full-time employees about nine months to two years to build a platform-level patient communications solution in-house versus a typical three to six-month implementation for an off-the-shelf solution.

Does your organization have the personnel for all the support and maintenance?

You need a dedicated team with the expertise to support the critical functions of security, updates, maintenance, and future-proofing.

What are your financial and staff resources?

If your internal resources are limited and you need to focus on your core business instead of software development, buying makes more sense than building.

Does your budget account for upgrades?

Consider the longevity of the solution you are building and account for probable upgrades and adding new technologies.

What pain points are you hoping to solve?

If your pain points are not unique and don't require full customization, chances are there are off-the-shelf solutions in the marketplace that address your business needs.

Finally, if the factors involved in building your own solution feel overwhelming or simply not a match for your organization's focus right now, then it's time to evaluate the vendor options for purchasing a patient communications platform.

Selecting the Right Vendor and Platform

There are many vendors in the patient communications space, so we have assembled these considerations to help you select a trusted vendor and patient communications platform.

Below are several questions for you to consider as you start vetting vendors:

Where are you in your evaluation process?

Have you defined your business strategy and goals? Do you know the senior management's expectations for this new technology?

Where are you in your requirements gathering?

Have you defined your business requirements? Split your list into true must-haves and nice-to-haves. Are there any solutions that are clear winners or obvious ones to remove from the consideration list?

Will you issue an RFP (request for proposal) to multiple vendors?

Developing and issuing an RFP is an exercise to help define exactly what your organization needs, how success will be measured, preferred timing, and budget ranges. An RFP helps teams compare vendors fairly to one another in an "apples to apples" approach. This is helpful to ensure consistency and that the pricing quoted by each vendor is comparable to the services offered.

How many vendor companies will the team evaluate?

When it comes to vetting vendors, sometimes less is more. Best practices for vendor selection often include vetting three vendors to better understand options and pricing. Many healthcare CIOs/IT Leaders look at the top three vendors in the KLAS rankings for the relevant category (in this case, Patient Outreach). Current vendor ratings and data can be accessed at klasresearch.com under "Best in KLAS Rankings." Another suggestion is to ask colleagues for recommendations through professional affiliations such as CHIME, AMDIS, or HIMSS. Of course, you can expand your RFP to include more companies, but the more companies involved in the RFP process, the more time, resources, and energy will be required from you and your team in the process.

KLAS Rating

It's important to consider the vendor partner's KLAS rating and how it is trending. A KLAS rating should not be the sole consideration, but rather one proof point. KLAS is a third-party, healthcare IT research company that provides ratings based on unfiltered feedback from real customers who purchase, implement, and use the technology in question. The KLAS report rates vendors on their ability to keep promises, product reliability, customer service, and more. These reports are available at klasresearch.com under "Best in KLAS Rankings" and are updated annually.

Proven Success & Viability

Next, ask the following about each vendor and/or platform you are considering:

Does the vendor have many customers?

Is it a significant number of reputable healthcare organizations across the U.S. or only a few healthcare organizations in a specific market or are they only serving a specific patient population?

Are the vendor's customers similar to your company?

Is the platform being used by many healthcare organizations, especially ones like yours?

How long has this platform been in use and how viable is the vendor company behind it?

There is a difference between a solution that is six months old and another with several years of history and learning behind it.

Did the vendor company develop the solution?

Has the vendor been in business the entire time the solution has been available? Or has the vendor company been bought, sold, or merged with others to acquire the solution? If the solution was acquired and is one of many products in a vendor's portfolio, they may no longer have the staff experts to truly troubleshoot and maintain the product.

Is the company one you can rely on to continue to deliver?

Is the vendor financially sound and do they have a verifiable track record?

Strategic Partnership Ability

Does this vendor have the ability and willingness to use cases for healthcare systems?

Does the vendor have a deep understanding and experience with complex healthcare systems? Do their solutions address numerous use cases specific to patient communications?

What is the vendor's history of partnering with customers to deliver what is best for them?

What is the vendor's reputation in the market? What did the vendor do when COVID-19 hit? Did the vendor partner with others to offer better solutions?

Vendors who are more willing to partner and are experienced in partnering are often more agile and flexible for your needs.

Did the vendor create the product or white label it as their own?

Depending on the core business and capacity of the white label vendor, purchasing from them instead of from a vendor who is the producer of the product can limit your flexibility for customization, scalability, and upgrades.

What is the makeup of the vendor's team?

Does the integration team have enterprise EHR experience? Do engineers and product managers have a singular focus on developing communication infrastructure?

Does the vendor have a positive reputation in healthcare?

How do customers rate the vendor and the solution? Does the solution and/or the vendor company earn recognition for being innovative, customer-focused, secure, ethical, a positive work environment, etc?

Technical Competency and Capabilities

What is the vendor's integration philosophy (API, FHIR, HL7, Flat File)?

The ideal vendor can handle all file sources and will recommend solutions based on the unique circumstances and needs of your company. Be skeptical if a vendor claims only API and does not also mention flat files or other sources.

Is the vendor's integration team in-house or outsourced?

If the vendor's team is outsourced, this can add delays and complicate accountability. A vendor with an in-house team is more likely to deliver on time and with less friction.

What does the vendor's integration team look like?

When implementing integrations, it's important for the vendor and customer to communicate their common goals for successful outcomes with people, tools, and processes. Make sure the vendor's integration team is transparent with how they work, whether they can use your tools, and if can they provide enough people to service your needs.

What is the work experience of the vendor's team members?

Given the importance of integration with the EHR, engineers with specific EHR experience will understand the technical nuances of the software that serves as the cornerstone to the hospital tech stack.

Can the vendor measure reliability and uptime?

An application can be up but too slow to realistically use. Many people use these two terms interchangeably but they are quite different. Ask your vendor if they can easily achieve high uptimes with low availability and if they are measured separately.

What reporting is in place for outages?

Small vendors may not have any reporting in place for outages. Credible vendors can provide detailed plans for managing multiple feeds and outages.

What are the vendor's data collection provisions?

How can they use your data? If you cancel the service, how is the data handled?

How flexible is the vendor offering?

Do they offer integration and platform configuration capabilities that will allow you to innovate and extend custom workstreams?

How easy is the solution to use?

Does the vendor offer pre-built, validated templates to turn on new workstreams quickly?

Maintain, Sustain, and Future-Proof with a Vendor

Key considerations to ensure a vendor can deliver and continuously improve upon their platform:

Is the vendor team able to offer service?

Does the vendor have a team dedicated to customer success who will be your point of contact for any technical and service needs?

Is the vendor making continual updates?

Updates are inevitable as technologies, patient needs, and the healthcare industry evolves and changes. Make sure you are not buying a communication platform that will quickly become dated and inefficient.

Does the vendor have partnerships with existing EHRs?

Vendors that have partnerships with an EHR industry leader such as Cerner or Epic, ensure that these clients receive best-in-class service through EHR-native functionality.

Is the vendor innovating with new integrations, product features, and/or partnerships, especially in light of real-time, ongoing COVID-19 needs?

For example, does the vendor offer COVID-19 vaccine features to manage scheduling messages, appointments, and/or the ability to engage patients outside of your EHR? Is the vendor incorporating cutting-edge technology such as AI capabilities into their platform?

Since development and innovation never end, look for vendors who are releasing new products and updates with the latest innovations, and forging partnerships that keep you at the forefront of the ever-changing healthcare industry.

Potential extra costs with vendors

• If you have an existing solution, there may be migration costs.

• Most software requires a setup and integration with other systems so check if there are onboarding costs.

• Check if there are any offboarding costs if you decide to leave a platform.

SECURITY AND COMPLIANCE

Security is critical in patient communications and is often a reason many organizations retain a HITRUST Certified vendor solution instead of taking this on in-house. When buying a patient communications solution, some key questions to ask a vendor are listed below. If you build, your internal team will also need to address these questions:

Is the messaging HIPAA compliant?

Text messaging and email are examples of HIPAA compliant messaging by which healthcare organizations can safeguard electronically protected health information (ePHI) between authorized users such as providers and patients.

Are you HITRUST Certified?

The HITRUST approach is a comprehensive information risk management and compliance program to provide an integrated approach ensuring all programs are aligned, maintained, and comprehensive to support an organization's information risk management and compliance objectives.

How committed are you to deploying and enforcing the latest information security frameworks?

Information security frameworks protect the integrity, confidentiality, and availability of data. One useful proxy for this commitment is a dedicated senior-level information security official (e.g. a CISO).

Are you regularly tested and audited by independent third parties?

Vendors who invest in a third-party audit can objectively demonstrate that their systems follow stringent requirements in privacy, security, integrity, and confidentiality.

Do you have a trained Incident Response Team, which includes members of all integral functions across the business?

Incident Response Teams are there to address potential incidents in a timely manner, protecting your data. Also, does the Incident Response Team conduct tabletop sessions regularly and maintain a well-defined, organized approach for handling any potential threats?

If you are building your own patient communications solution, you will need to allocate financial and personnel resources for security and compliance issues. If buying a solution, credible vendors maintain a comprehensive information security program covering all aspects of information security practices, policies, and procedures that align with your organization's policies.

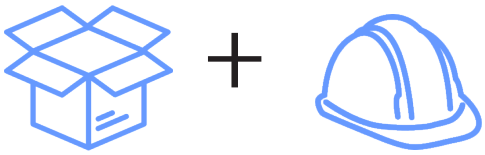
HITRUST®

HITRUST evaluates solutions across 19 security domains, including:

- Information Protection Program
- Endpoint Protection
- Portable Media Security
- Mobile Device Security
- Wireless Security
- Configuration Management
- Vulnerability Management
- Network Protection
- Transmission Protection
- Password Management
- Access Control
- Audit Logging & Monitoring
- Education, Training, and Awareness
- Third-Party Assurance
- Incident Management
- Business Continuity & Disaster Recovery
- Risk Management
- Physical and Environmental Security
- Data Protection and Privacy

ANOTHER OPTION: BUY THEN BUILD

To get the best of both worlds, some organizations opt to buy and then build. With this hybrid approach, healthcare organizations will first buy an off-the-shelf solution and their internal team will then build additional components that add more value to the organizations' specific needs. If your organization is one that typically builds but you need something in place now, this hybrid approach could work well.



Other organizations prefer to use their teams to build the entire solution, but first, start by buying a customizable patient communications platform that is closest to their needs, and build upon an established foundation. Both approaches have value and ultimately, the choice always depends on your organization's needs.

FINAL THOUGHTS

Whether you are in the market to build or buy but know you want an actual partner, not just a vendor, Twilio and WELL™ Health both have a group of experts, including hospital CIOs, CMIOs, and clinical advisors who speak your language, have been in your shoes, and are available to answer all your questions.

Contact WELL:

WEBSITE
wellapp.com

SALES
sales@wellapp.com

GENERAL INQUIRIES
Email us at well@wellapp.com

Contact TWILIO:

WEBSITE
twilio.com

SALES
twilio.com/help/sales
(844) 814-4627

About Well Health Inc.

WELLTM Health is a SaaS digital health leader in patient communications and the 2021 Best in KLAS winner in Patient Outreach. The WELL Health intelligent communications hub is the only two-way digital health solution engaging patients throughout their entire care experience. WELL Health enables conversations between patients and their providers through secure, multilingual (19 different languages) messaging in the patient's preferred communications channel: texting, email, telephone, and live chat. WELL Health helps 200,000+ providers facilitate more than 1.1 billion messages for 37 million patients annually. By unifying and automating disjointed communications across healthcare organizations, WELL Health reduces unnecessary provider stress and potential errors, while increasing patient visits and loyalty.

Founded in 2015, WELL Health is based in Santa Barbara, California. WELL Health has been named No. 10 on the 2021 Forbes America's Best Startup Employers list, No.133 fastest-growing company in North America on the 2021 Deloitte Technology Fast 500, and ranked on the Inc. 5000 list of fastest-growing private companies for two consecutive years. WELL Health recently announced $45 million in Series C funding, bringing total funds raised to $75 million since its founding in 2015.
For more information, visit https://wellapp.com.

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About Twilio

Millions of developers around the world have used Twilio to unlock the magic of communications to improve any human experience. Twilio has democratized communications channels like voice, text, chat, video, and email by virtualizing the world's communications infrastructure through APIs that are simple enough for any developer to use, yet robust enough to power the world's most demanding applications. By making communications a part of every software developer's toolkit, Twilio is enabling innovators across every industry — from emerging leaders to the world's largest organizations — to reinvent how companies engage with their customers.