



ReferWell Chief Revenue Officer Chad Baugh sits down with Health Catalyst Capital to discuss the power of "The Referable Moment" and improving member satisfaction
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Access to care is all about breaking down barriers so that doing the “right” thing for your health is also the easy thing. Unfortunately, logistics is not a strength of the U.S. healthcare system, resulting in countless missed opportunities for both preventive and follow up care. ReferWell helps fill the gaps by offering a solution that manages all aspects of scheduling and referral management to close care gaps and improve member engagement, retention, and satisfaction.

HCC is the largest shareholder of ReferWell and has supported the company as it has grown to become a leading referral management solution partnering with some of the largest health plans and providers in the country. Below is an excerpt from HCC’s recent conversation with Chad Baugh, Chief Revenue Officer at ReferWell.

ReferWell’s Annual Recurring Revenue (ARR) has grown 75%+ over the past two years. What has contributed to this strong growth?

Our growth is dependent upon helping our clients engage with their target market. It’s all about showing tangible outcomes that they can clearly see in their patient populations. When I arrived at ReferWell, we jointly made the decision to pursue health plans as a primary market. In the last two years, we’ve been able to significantly grow our health plan contracts. We have contracts with three of the largest seven health plans in the country, and we’re in conversations with the other four. We’ve also expanded our market to include at-risk provider organizations to help them reach their targeted patient groups. Our growth is determined by our ability to meet and exceed our objectives, which leads to engagement across their enterprise.

You joined ReferWell from larger organizations including Allscripts and Teladoc. What stood out to you about ReferWell when you decided to join the team two years ago?

When I started looking at my next career move, I used two criteria to put organizations on my shortlist. First, what the company does must deliver direct results or answers or impact. Second, it needs to be something that people say, “Wow, I wish I had that!” when they hear about it – including me.

At the time, I was trying to book an appointment with a specialist from a referral that my primary care provider created, and I noticed what a tremendously burdensome process it is for the patient at every turn. When I did a cursory look into companies working to alleviate this stress, I came across ReferWell. When I started talking with friends about what ReferWell does, everyone shared their own headaches with scheduling specialty care, and they all asked how they could get access to it.

ReferWell exceeded my shortlist criteria, but I needed to make sure I liked the people that I would be working with and that there was a palpable sense of rowing in the same direction (this is more difficult to find than you may think). ReferWell passed with flying colors. At ReferWell, we’re a team in every sense of the word – we work hard together, we have fun together and we’re working as a team towards the same end goal.

Anyone who has spoken to the ReferWell team has heard about "The Referable Moment." Can you explain what that means and why it is important?

When I was first considering joining the ReferWell team, I noticed that everyone was rowing in the same direction on our messaging, and a key part of that is "The Referable Moment." It’s that point in time when a person is ready to take action to improve their health. Referable Moments happen all the time.

For example, your health plan calls you to set up your Annual Wellness Visit and you realize that you haven’t seen a PCP in two years. You know you have to have one – you’ve been meaning to have an annual checkup – but you’re busy, you feel fine, and you get the sense of “here’s just one more thing I have to figure out how to get done.” That’s the moment – when you’re leaning in and WANT to get it done. You’re ready, willing, and able to commit to a visit. With ReferWell, we built the right tools to help you right then to find a PCP who takes your insurance, is accepting new patients, and has open appointments next week. We even book the visit for you. Our data shows that even in the hardest to impact populations (Medicaid), we more than double patient follow-through for recommended care to 73%!

It sounds simple, but it’s extremely complex. We’re transforming access to care with our innovative Perfect Match™ scheduling platform, proprietary member engagement offering, and hands-on approach to program management that, when combined, make the complex problem of getting people to the right care easy.

Many digital health companies struggle to sell to health plans. What are the biggest challenges and what are your keys to success?

This one is a bit of a Pandora's Box; we could talk about it for weeks! Ultimately, it comes down to the simple things. The challenges faced in selling to health plans are the same across the board:

1. How do you break through the noise to get someone's attention and time?
2. Once you have that, how do you quickly communicate a story that resonates with them in order to solve their problem?

We do that through a disciplined approach to hitting the market:

1. Know your Ideal Customer Profile (ICP).
2. Know what resonates with them and makes it compelling.
3. Stay in front of them.
4. Give them what they want.
5. Deliver on your promises.

That can all be summed up by saying "don't waste someone's time."

Not surprisingly, this approach works to deliver for our clients as well. We train our Care Navigator team for 6 weeks in handling members' needs in a way that makes them want to engage. We stay in front of them with calls, reminders and follow up. And, because we eliminate the barriers to accessing providers (through our proprietary Perfect Match and Scheduling solution) we get outsized results. Those results deliver closed care gaps, risk adjustment visits and a significantly improved member experience.

In both cases, if you're not getting through, you either: don't know your customer or where to find them, don't know the market (what's resonating), are giving up too early, or your customers don't believe that you can/will deliver.

ReferWell combines a mix of people and technology in its service offering. How has this changed over time? With all the talk of AI able to do more complicated tasks, how much of ReferWell's offering can be automated as the company scales?

These are my favorite questions, as they get to our strategy and where we are going in the future. Over my 20+ year journey with healthcare technology companies, there is one mantra that has held constant, "If you build it, they will come." That makes a great movie, but marketing doesn't work that way. The truth is that technology requires people to use it effectively to extract and deliver value. The people are the vendors, the clients, the patients themselves, and it's our job to seamlessly integrate technology. Without the people – the RIGHT people at the RIGHT time – nothing happens. In the health plan space, our technology stands out as something that nobody else has and it

is a key part of what really sets us apart: our end-to-end approach. We're able to provide not only technology that solves a core problem, but also the people who integrate seamlessly within the organization to make a true impact.

We've already automated an enormous amount of this process with our current solution: Provider data curation, matching the patient need with the exact right provider given 12 different contextual parameters, scheduling, reminders and even status updates. Today we're exploring where AI can take on even more complex tasks. Let's take the simple idea of rescheduling as an example. Our brains make it seem simple, but to automate it is way more complex than it seems on the surface. When someone needs to reschedule their appointment, do we serve up the next 3 appointments available? What if those appointments are just 30 minutes after the appointment that the patient is rescheduling? Does that work, or do we need a different day? Different week? Different provider altogether because insurance changed? Traditionally that would require a ton of human interaction and the end user (the patient) might even have to cancel the appointment and find another office altogether. AI, however, can incorporate the context of what's needed. And that's exciting because layering AI on top of what we've already built makes it possible to fully automate something like "I need to reschedule my appointment to next week with a new provider because my insurance changed."