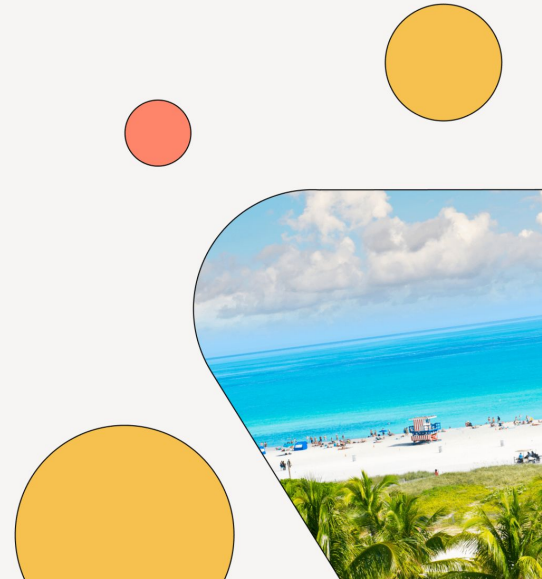


Customer Centricity:

How Waystar Empowers Cross-Functional Programs

Joe Tichenor

Senior Client Insights Manager
Waystar





Joe Tichenor
Senior Client Insights Manager
Waystar

What we'll cover

1. **Waystar + Client Success Overview**
2. **Creating a Framework for Success**
3. **Building CS Universal Programs**
4. **Leveraging Technology to Engage Cross-Functional Teams**

Waystar + Client Success Overview

Waystar Overview

Purpose: **We simplify healthcare payments, so our clients and partners can focus on their goals, patients and communities.**

40%
of U.S. patients

500k+
Providers

1k+
Hospitals and health
systems

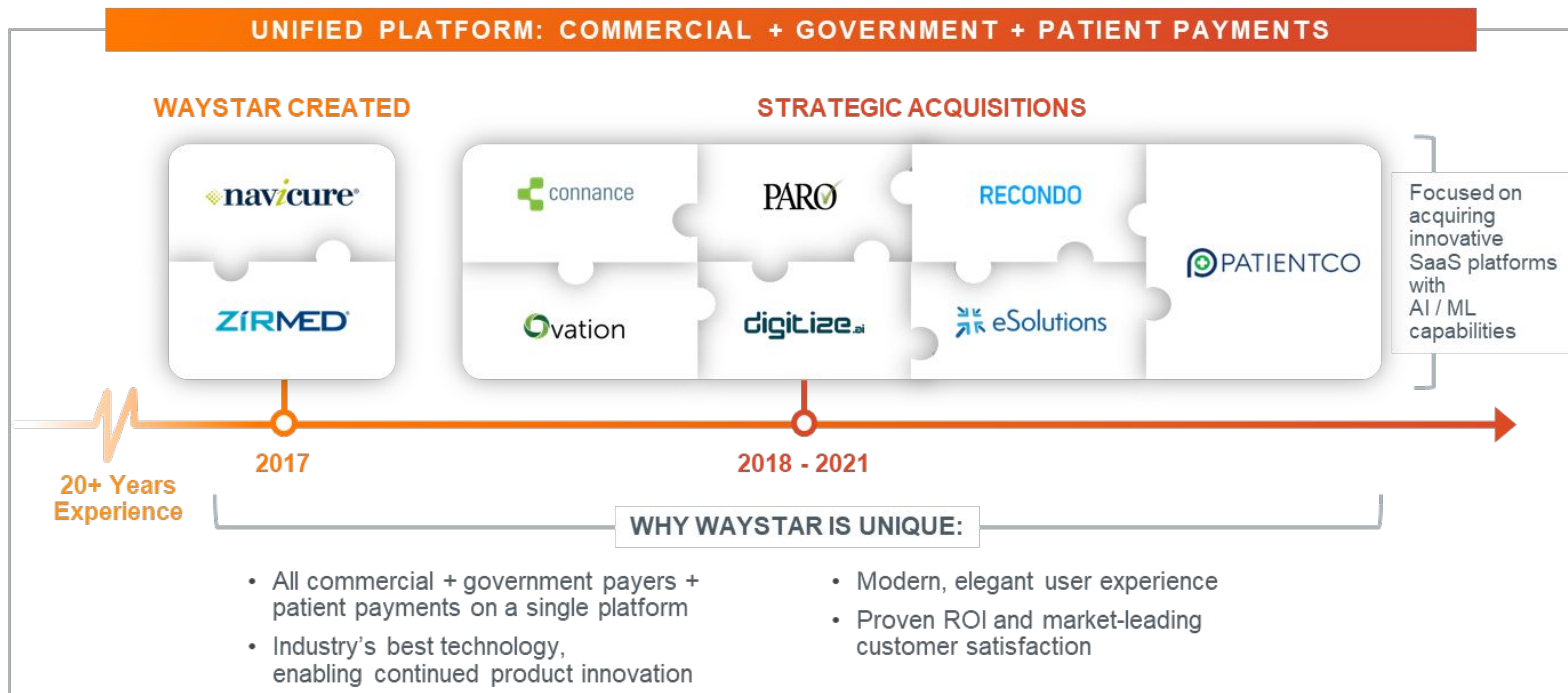
20+
Years in the
industry

2.5b+
Annual
transactions

\$200b
Annual payments to
providers

Our values: **Honesty** | **Kindness** | **Passion** | **Curiosity** | **Fanatical Focus** | **Best Work, Always** | **Make It Happen** | **Joyful, Optimistic + Fun**

Building Waystar from the Ground Up



Client Success Focus Areas

In Client Success, we execute with fanatical focus on Client Satisfaction + Growth + Retention and passion for our Team Members.

CSM Principles

Embed High Quality Talent

Drive + Measure ROI / Value

Identify Proactive Insights

Share Best Practices

Act as a Trusted Advisor

Integrate Successfully

- + Multiple Platforms
- + Multiple Data Sets
- + Best Work, Everywhere

Grow Concurrently

- + CSM Team Member Growth
- + Client Insights Team
- + Totango Investment

Build a Strong Foundation

- + Long-standing, Reference Clients
- + VOC Feedback

Creating a Framework for Success

Client Success Needs

A common **client platform**

--> **Client Satisfaction**

Unify and **Improve** Client Experience

--> **Client Retention**

Increase overall retention rate

--> **Client Growth**

Accelerate upsell and cross-sell efforts

--> **Team Member Experience**

Scale CSM Resources

Problem: With our **complex client structures**, our continual **acquisitions** of product lines, and our **growing CSM team**, we struggled with understanding our **Customer Journey** and building our **unified workflows/playbooks**.

“... The biggest differentiator for me is speed to value. From kick-off to go live was 8 weeks. That is a phenomenal path from entering into partnership to realizing value in 90 days.”
- EVP, Waystar

Customer-Centric Data Platform

Totango enabled Waystar's CSM team to be **agile** and **scale** as the business grew, and **transformed processes** for our **Customer Journey**.

Consolidated multiple views of a customer from our CRM into one

Empowered our CSMs with Insight into our Customers as a whole

Implemented new CSM workstreams that were previously un-manageable

Provided leadership better understanding of our customer's journey

Building Universal Client Success Programs

Client Success Workflows in Totango

- These key workflows helped our CSM team deliver on their goals related to our focused areas:
Client Satisfaction + Growth + Retention
- Totango's technology has helped drive cross-functional engagement through these workflows



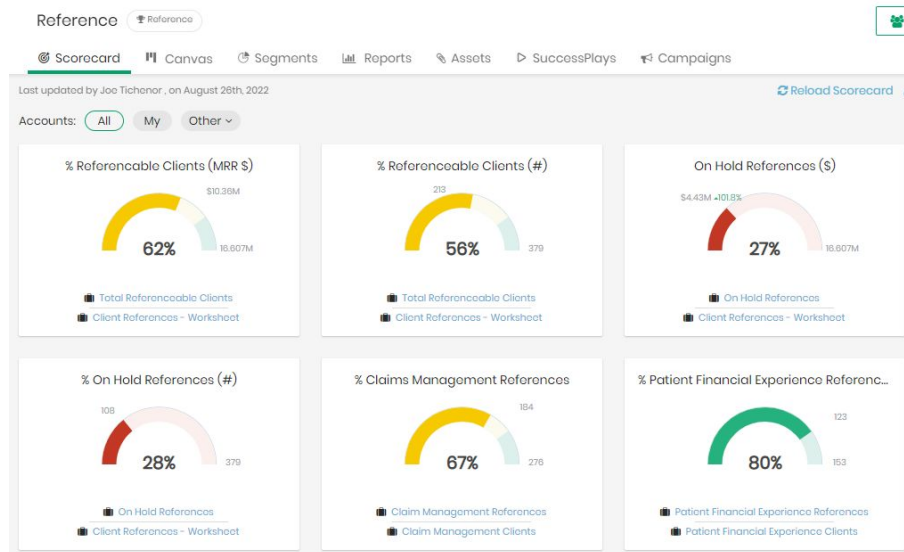
Leveraging Technology to Engage Cross-Functional Teams

Waystar CS Pillar: Growth

Cross-Functional Teams: Sales, Marketing, Client Success

→ Reference Program

- Built a scalable Reference Program into Totango that would streamline workflows for new acquisitions
- Easily track outcomes and successes via touchpoints to identify Champions for Case Studies (Marketing)
- Working to implement a strategic pipeline with Sales on upcoming Reference Needs and Reference Candidates from Totango



Waystar CS Pillar: Growth

Cross-Functional Teams: Sales, Marketing, Product, Client Success

→ Product Campaigns

- Common Feedback - Clients not understanding our Product Mix / Product Capabilities
- Partnering with Marketing to engage clients via Campaigns on Product Releases, and Cross-Sell/Up-Sell Opportunities
- Working to expand campaigns to mid-market clients to drive engagement

The screenshot shows an email interface for a campaign titled "Product Roadmap Coffee Chat" with a "Sent Once" status. The email subject is "Waystar Product Roadmap Coffee Chat" and it is from "CSM". The content of the email is as follows:

Hi First Name ,

I'm excited to share that our Waystar Product Management Team is hosting a new Quarterly Product Roadmap Coffee Chat series starting on August 20th at 2 p.m. ET:

This will include the following:

- Discover the key industry trends shaping the future of the Waystar platform
- Explore Waystar's product vision, strategy and priorities for solving complex challenges in an ever-changing healthcare landscape
- Gain visibility into how your feedback is influencing the roadmap

Here is the link to the direct registration page where you can sign up: [Register here](#).

Please let me know if you have any questions.

Thank you,

CSM , client success manager

Waystar | simplify + unify your rev cycle

We're here to help during COVID-19. Visit our [resource center](#) to learn more.

Waystar CS Pillar: Retention

Cross-Functional Teams: Leadership, Finance, Sales, Product, Client Success

→ Risk Management

- Implemented workflow to predict Risk before client notification
- CSMs deliver proactive save plans that have alignment and visibility on Retention Strategy with measurable objectives
- Insights from Totango are shared with Cross-Functional teams to manage risk
- 2021 Target Attrition Rate: 6.6%
 - Actual Attrition Rate: 5.3%

The screenshot displays the Waystar CRM interface. At the top, there's a search bar and navigation icons. Below, a section titled "0. Client At Risk Criteria" lists filters like "Clean Claim Rate = 95% OR CSM Sentiment Detractor (0 - 6 Rating) OR Identified ROI < 3 to 1 OR Merger and Acquisition Risk OR Rebilled ROI < 2 to 1, Change in Transaction Volume by 20 in the Last 30 Days, MEA Activity".

A table below shows a list of accounts with columns for Name, At Risk Status, CSM, Health rank, MRR, and At Risk Status. The table is filtered to show 9 accounts, with the first three visible:

Name	At Risk Status	CSM	Health rank	MRR	At Risk Status
[Redacted]	Analyze / Assess Risk	CN Candice ...	Poor	\$67,291.05	Stakeholder Turn...
[Redacted]	Analyze / Assess Risk	CW Caleb Wit...	Poor	\$449,517.70	Transaction Volu...
[Redacted]	Analyze / Assess Risk	HD Heather ...	Poor	\$84,816.45	Competitive Thre...

Below the table, a detailed view for a "CLIENT ACCOUNT" is shown, with tabs for OVERVIEW, TIMELINE, PLAN, and ASSETS. The PLAN tab is active, showing a "Plan Summary" with the following details:

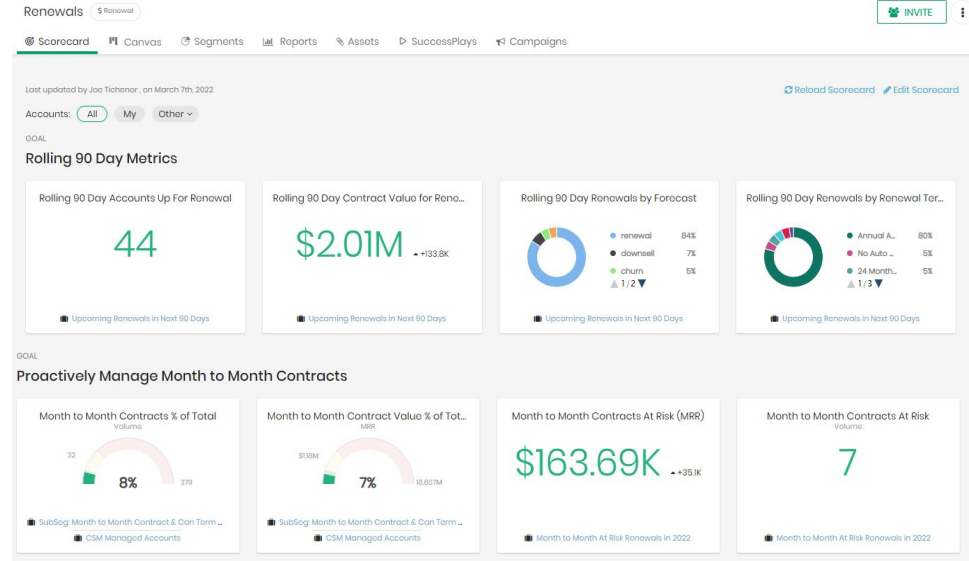
- High-level summary:** Has been a client since 2014, has been a consistently inconsistent utilizer of our solutions. This existed in CI and crossed over to penalties if they don't work accounts in the UI in a 30 day window.
- Products:** Hospital Charge Integrity, DRG Anomaly
- Total MRR:** -\$21,500
 - Recent Go-Lives: [Redacted] (Charge integrity) 4/11/22
- Cases of Note:**
 - None at this time
- Client temperature:**
 - Below Average
 - Lack of rebilled ROI from Charge Integrity

Waystar CS Pillar: Retention

Cross-Functional Teams: Leadership, Finance, Sales, Client Success

→ Contract Renewals

- Prior to Totango - No digital tracking of Contract Information
- Implemented Renewal Successbloc
 - Digitized Contract Data Points
 - Created Proactives Successplays
 - Developed new reports & dashboards
- Monthly Reporting gives visibility to leadership and other Cross-Functional team to align on retention efforts



Waystar CS Pillar: Client Satisfaction

Cross-Functional Teams: Support, Leadership, Product, Solution Adoption, Client Success

→ NPS Program

- 2022 Goal: Improve Managed Client's Response Rate & Score
- After testing Ad-hoc NPS Campaigns in Totango, Waystar transitioned the NPS process to Totango for our Managed Customers
- Complete CSM workflow for NPS, with Real-time Close-the-Loop, sharing feedback to Cross-Functional teams

The image shows a screenshot of a SuccessPlay workflow and an email template. The workflow is titled "SuccessPlay: # Detractor - Close the Loop 2H" and includes an "Actions" step with a description: "SuccessPlay Actions are executed when Accounts / Users match the criteria specified in the previous step. You can add." Below this is a "Task" section with a filter "NPS Detractor - Account Name" and a criteria string: "We received a NPS score (NPS 2022 2H) from Name on NPS 2022 2H Response Date". The email template has a subject "Waystar needs your feedback" and is from "Waystar Client Success". The email body features the Waystar logo and a message: "Hello, At Waystar, we are constantly trying to improve, and we'd like to hear your feedback on how we perform. This helps us deliver top-notch service and value to our clients as well as identify opportunities for improvement. Please take a minute to complete this short survey to let us know how we are doing." Below the message is a survey question: "How likely are you to recommend (Waystar) to a friend or a colleague?" with a scale from 0 to 10.

Waystar CS Pillar: Client Satisfaction

Cross-Functional Teams: Solution Adoption, Consultants, Client Success

→ Consulting Team Projects

- Created new Successbloc for our Consulting Team to Manage Projects
- Customized workflow, with real-time insights into Client Health, Engagement, and Risk
- Proactively identifies potential needs for Consultants during Optimization
- Consolidated Customer Journey View for Leadership

The screenshot displays the Waystar software interface. At the top, there is a search bar with the text "Search for accounts, users, and more...". Below the search bar, the navigation path is "0. Accounts with a Consulting Project" with a sub-tab labeled "ACCOUNTS". The main content area shows a table with columns: Name, Status (Consul...), Days in Status ..., Consultant, Phase (Consul...), and Project Type - ... The table has a header row and three data rows. The first data row shows a project with status "In Progress", 30 Days, consultant "AR", phase "Execution", and project type "Temporary CSM". The second data row shows a project with status "In Progress", 29 Days, consultant "LA", phase "Monitoring", and project type "Optimization". The third data row shows a project with status "In Progress", 29 Days, consultant "AR", phase "None", and project type "Mentoring".

Name	Status (Consul...)	Days in Status ...	Consultant	Phase (Consul...)	Project Type - ...
> On Hold					
∨ In Progress					
22 Accounts					
1 [blurred]	In Progress	30 Days	AR [blurred]	Execution	Temporary CSM
2 [blurred]	In Progress	29 Days	LA [blurred]	Monitoring	Optimization
3 [blurred]	In Progress	29 Days	AR [blurred]	None	Mentoring

Empowering Cross-Functional Programs

Key Takeaways

Creating a Framework for Success

1. Understand your customer journey
2. Leverage data & technology to think outside the box
3. Build your framework to be agile and scalable

Building Universal CS Programs

1. Align your goals with the overall business
2. Design your workflows to be flexible
3. Emphasize the outcomes to drive user adoption

Leveraging Tech to Engage Cross-Functionally

1. Create scorecards for CS and the business
2. Correlate insights between your programs
3. Ensure outcomes and the customer journey is accessible

Thank You

Joe Tichenor
Senior Client Success Manager
Waystar

