

Founding Vision & Philosophy

A People-First Approach

Mural Health is redefining patient and site support in clinical research by putting people first—employees, patients, and sites—and using structured, transparent feedback loops to continuously improve. By combining empathy and data to improve the clinical trial experience for patients, sites, and sponsors alike, Mural Health is helping all stakeholders build trust and make smarter decisions.

SCRS recently sat down with team members from Mural Health as part of our Collaborate Forward InterVIEW series.

Co-Founder & CEO Sam Whitaker drew on lessons from launching Greenphire in 2008, identifying a gap in meaningful, patient-centered products. That experience shaped Mural Health's philosophy: internal well-being drives external impact. By investing in employees first, the company naturally extends a patient-first mindset into its products and services, ultimately benefiting sites through improved patient engagement and retention.

Unlike solutions designed for patients with significant means, Mural Health actively seeks feedback from a diverse pool of participants to ensure the real-world patient voice shapes design. This direct integration of patient feedback not only leads to better patient experiences but also streamlines processes for sites. Importantly, feedback is not only gathered but also routed internally and shared back with sponsors and sites—ensuring purposeful improvements across the ecosystem that enhance the experience for both patients and the sites serving them.

Site Relationships & Feedback Loops

Mural Health's **direct-to-site model** allows them to partner with sites ranging from independent research centers to major health systems and universities. This broad reach ensures varied feedback that directly influences product development.

They've established structured channels to capture and act on site input:

- **Internal Routing Tool:** Collects feedback, prioritizes it, and ensures product teams learn from sites' natural workflows.
- **Annual User Survey:** Provides pointed, anonymous insights with open-ended suggestions.
- **Informal Feedback:** Emails often uncover small usability issues that can be quickly resolved. Thanks to configurable, modern technology, Mural Health can implement changes rapidly—helping sites feel heard and supported.
- **Newsletter:** Provides product and industry updates, sometimes including advocacy around legislative pushes.

When problems are identified through the various feedback channels, Mural Health takes a collaborative approach to problem-solving, first asking “why” (both internally and in site conversations) in order to identify root causes. Doing so allows them to design solutions with broader impact. These collaborative conversations are made even more comprehensive of site needs as they may include executive leadership.

Patient Engagement & Support

Patients often face numerous challenges related to payments and travel during their participation in clinical trials. A significant hurdle lies in gathering feedback and understanding these challenges before they escalate into larger problems, which is crucial for ensuring a smoother research journey for patients and sites. To address this, Mural Health puts an emphasis on exceptional support, and has established a dedicated **Patient Kindness Team**. This team is committed to engaging with trial participants to discuss their experiences, and, with the support of research sites, can explore patient payment and travel concerns—even with those patients who do not utilize Mural Health's platform. This proactive approach helps sites identify issues early and ultimately enhance the overall research experience. Benefits include:

- Reduced payment frustrations.
- Fewer administrative burdens for site coordinators, allowing more focus on patient care.
- Improved retention through better participant experiences.

This commitment to continuous improvement, fueled by invaluable feedback, has enabled significant innovation... This crucial change dramatically reduced errors, simplified data management, and improved the experience for all stakeholders.

Sponsor & CRO Engagement

Mural Health fosters a collaborative partnership with sponsors and CROs, built on transparency and continuous improvement. Once live, the platform facilitates this collaboration by providing:

- **Blinded participant registration data.**
- **Site-level payment activity and full expense tracking.**
- **Budget forecasting tools.**

Through this partnership, Mural Health actively gathers feedback to benefit all stakeholders. Participant journey tracking allows users to rate their experience, offering sponsors blinded insight into challenges and potential dropout risks. Simultaneously, Mural Health works closely with sites, aggregating and relaying site-specific feedback to sponsors and CROs—often accompanied by potential solutions. This collaborative feedback loop ensures that insights from both participants and sites are integrated into the trial process, leading to continuous improvement and ultimately, more successful outcomes for CROs, sponsors, and Mural Health.

Data-Driven Continuous Improvement

This commitment to continuous improvement, fueled by invaluable feedback, has enabled significant innovation. Mural Health regularly incorporates input from site partners, leading to adjustments that simplify processes, reduce errors, and improve the overall experience for all stakeholders. These enhancements ease the administrative burden on sites and free up valuable time and resources for patient care, rather than cumbersome back-office tasks.

Change Management & Industry Norms

Breaking entrenched habits is never easy, especially in sensitive areas like payments. Many sites still recall “prepaid card horror stories” from legacy systems. Mural Health invests heavily in education, helping sites understand the differences in their offerings and building trust so sites feel they are choosing Mural Health—not simply receiving a vendor dictated by a sponsor. Through their education,



transparent feedback, and innovation, Mural Health makes it easier for new-to-clinical research sites to understand participant payments and get real-time data to help ensure they're seeing any risks to their patient enrollment.

By challenging the "we've always done it this way" mindset, Mural Health underscores the value of rethinking outdated processes to improve the experience for both sites and patients.

Collaborate Forward Takeaways

- **People-first by design:** Internal focus on employee well-being extends naturally to patients and sites.
- **Direct-to-site partnerships:** Early feedback from diverse sites directly shapes product development.
- **Patient Kindness Team:** Proactive outreach reduces pain points and improves retention.
- **Transparency for sponsors and CROs:** Blinded participant data, expense tracking, and forecasting drive smarter decisions.
- **Continuous learning mindset:** Every piece of feedback is explored, routed, and used to fuel innovation.
- **Challenging industry norms:** Education and trust-building help overcome skepticism and replace outdated processes.

When innovative, forward-thinking companies come together to solve challenges for patients in clinical research, great things happen. With Mural Health's focus on the patient having a direct impact on sites, CROs, and sponsors, we can all realize the benefits of trust, transparency, and collaboration. And that is how we Collaborate Forward.

Contributors from Mural Health

- **Sam Whitaker**, Co-Founder & CEO
- **Oshrat Goldberg**, CCO
- **Emily Valeo**, Director of Content
- **Courtney Collins**, VP, Customer Success
- **Emma Eikermann**, Product Manager



The Collaborate Forward Team

A Multidisciplinary Team Dedicated to Industry Collaboration



Sean Soth

CEO, [Hi-Fidelity Group](#),
Senior Vice President,
Strategy & Global Business
Partnerships at SCRS



Marcus Maleck

Vice President, Business
Partnerships and Program
Innovation, [Hi-Fidelity Group](#),
Vice President, Global Business
Partnerships at SCRS



Brian Egan

Owner, [Brian Egan
Communications](#),
Project Lead, Collaborate
Forward

Let's keep moving forward. **Together.**

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