



Siftwell Culture

June 2026

Siftwell Culture – What We Do

Mission matters

- Changing healthcare changes lives
- When comes to mission, we won't compromise

Real impact

- We move the needle in the real world
- When we add value, we become more valuable

Customer-centric

- We work backwards from the customer
- We care about their jobs to be done
- We start with their needs to find the right solutions we can deliver



Siftwell Culture – Who We Are

“Humble Killers”

- Wildly talented and ambitious people
- Who put the company and others first

Responsible Adults

- Self-motivated
- Self-managed
- Least amount of rules & process consistent with achieving objectives

Curious Active Learners

- Leaders are readers
- Building a successful business is an open book test
- “There are answers worth billions of dollars in a \$30 book.” – Charlie Munger



Siftwell Culture – Best Idea Wins

Rock Tumbler (@ 1:45): <https://www.youtube.com/watch?v=njYciFC7mR8>

We are all owners, so we all need to contribute our best thinking

- If you hold back what you are thinking, it is a disservice to the company
- We do it collaboratively and respectfully
- But we do not shy away from advocating for what we think is in the best interest of the company

Ideas Are Not People

- We debate ideas openly & honestly – on the facts
- Blameless problem solving

“Disagree and Commit”



Siftwell Culture – Feedback

Why a Feedback Culture

- To make each of us and Siftwell better
- If we can deliver constructive feedback regularly, we will improve our chances of success

Caring Honesty

- Continuous performance feedback
- Delivered with diplomacy and care
- Feedback travels in all directions



Siftwell Culture – Feedback

It Can Be Hard

- Giving: We don't want to tell someone something they don't want to hear
- Receiving: Our lizard brains can kick in and make us defensive

How to Give Feedback

1. Positive Intent (“I think this could be helpful to you...”)
2. Actionable (a change in the *behavior*, not the *person*)

How to Receive Feedback

1. With gratitude
2. With an open, self-reflective mind



Siftwell Culture – How We Work Together

“How Can I Help?”

- This is a team sport
- Collaboration is key
- We are proactive about helping our teammates

Assume Positive Intent

- That’s the default
- When in doubt, speak directly to your teammate
- The closer in time, the better



Siftwell Culture – How We Work Externally

“Face in the Place”

- We develop authentic close relationships with our clients
- This requires in-person time

“Always Be Recruiting”

- Finding our future teammates never stops
- Always leave the best impression



Siftwell Culture – Our Finances

“Beware of little expenses. A small leak will sink a great ship.”

-Benjamin Franklin

“Control your expenses better than your competition.

This is where you can always find the competitive advantage.”

- Sam Walton

We Are Capital Efficient

- We are committed to being good stewards of the funds that others have invested in us
- We spend for success – without excess
- Act like an owner... because you are one!



Siftwell Culture – Information Security

“Change Healthcare hackers broke in using stolen credentials — and no MFA, says UHG CEO.”

“‘Substantial proportion’ of US had data stolen in Change Healthcare ransomware attack”

PHI is Radioactive

- Treat it as such!!
- Double lead-lined vaults with biometric access
- Humans are often the weakest link
- Don't get phished
- We are ALL responsible for security



Siftwell Culture – Our DNA

Skate to where the puck is going

- See where the market and tech are going
- We are building to be part of that future

We are all owners

- We strive to add value every day
- We are all betting on each other

We *get* to do this

- This is a unique opportunity to build something meaningful
- Enjoy the journey



“In the end, it is impossible to have a great life unless it is a **meaningful life**. And it is very difficult to have a meaningful life without **meaningful work**. Perhaps, then, you might gain that rare tranquility that comes from knowing that you've had a hand in creating something of **intrinsic excellence** that makes a **contribution**. Indeed, you might even gain that deepest of all satisfactions: knowing that your short time here on this earth has been well spent, and that it **mattered**.”

- *Good to Great*, Jim Collins



Recommended Reading

- *Build*, Tony Fadell (how to build great products and startups)
- *Jobs To Be Done*, Jim Kalbach (how to build around your customer's needs)
- *That Will Never Work*, Marc Randolph (the early days of Netflix)
- *No Rules Rules*, Erin Meyer & Reed Hastings (company culture)
- *Powerful*, Patty McCord (HR and company culture; great for people managers)
- *Just The Good Stuff*, Jim VandeHei (solid advice for life and careers)
- *Good to Great*, Jim Collins (core elements of all great companies)
- *The Lean Startup*, Eric Ries (good overall startup philosophy)
- *Ask Your Developer*, Jeff Lawson (for anyone working with developers)
- *Radical Candor*, Kim Scott (for all people managers)
- *Measure What Matters*, John Doerr (OKRs)

