



DATA. DOCTORS. LEADERSHIP

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2027 VISION REVEAL | ANNUAL STAFF MEETING, CHICAGO

**YOU'VE HEARD ME SAY THIS
TO THE OUTSIDE WORLD
FOR THREE YEARS.**

TODAY I WANT TO SAY IT TO YOU.

I've been better at preaching this to the industry than living it inside our own walls.

WHAT IT'S BEEN

- A marketing line
- A summit theme
- Something I say

WHAT IT'S STARTING IN 2027

- How we build
- How we sell
- How we serve, decide, & treat each other

THIRTY SECONDS EACH. YOU'VE HEARD THE LONG VERSION.



DATA

Without judgment, it's just noise.
A number on a report doesn't
know it belongs to a person.



DOCTORS

Without leverage, they're
exhausted. Clinical judgment
buried under paperwork nobody
designed with them in mind.



LEADERSHIP

Without proximity to the patient,
it's guessing with good
intentions.

Put those three in the right order, filtered through the patient's eyes, and decisions hold up. Take one out and it gets brittle.

FOUR PLACES THIS SHOWS UP IN OUR WORKPLACE



01.

**How we build
& sell our
technology**



02.

**How we
serve our
clients**



03.

**How we
make
decisions**



04.

**How we
treat each
other**

01

LENS 1 OF 4

HOW WE BUILD & SELL OUR TECHNOLOGY

When Black Ink flags a claim, is it flagging it because a formula caught a pattern, or because a formula caught a pattern **AND** somebody with clinical judgment shaped what it should catch?

**THAT'S THE DIFFERENCE BETWEEN TECHNICALLY
CORRECT & RIGHT FOR THE PATIENT BEHIND THE CLAIM.**

Same test on the sales side. Before we pitch a feature: does this reduce pain for the patient at the end of this chain, or just move it somewhere we can't see it?

HOW WE SERVE OUR CLIENTS

Our clients are hospitals and EMS agencies. But behind every aging report, every write-off, every denial we help them fight, there's a patient looking at a bill they don't understand.

**IF THE PATIENT COULD SEE THIS RECOMMENDATION,
WOULD THEY FEEL SEEN, OR PROCESSED?**

We're good at serving the client in front of us. In 2027, that's the one extra question before we close out an engagement.

HOW WE MAKE DECISIONS

Slow down half a beat before a call gets made and ask whose eyes we're actually seeing this through. Ours? The client's? Or the person three steps removed who has no seat at the table but absorbs the consequences?

SILENCE IS A DECISION. I'D RATHER YOU TELL ME I'M WRONG IN A MEETING THAN WATCH YOU BE RIGHT IN THE PARKING LOT AFTER.

HOW WE TREAT EACH OTHER

"Doctors" is a stand-in for something bigger: people trained to notice when something is off and act on it before it becomes a crisis.

NOTICE WHEN SOMEONE ON YOUR TEAM IS BURIED, AND SAY SOMETHING, THE SAME WAY WE'D WANT A DOCTOR TO NOTICE BEFORE THE CHART DOES.

None of these four are optional extras. They're the same three-word framework, pointed at us instead of at the industry.

PRESENTED BY BRIAN CHOATE

THE 2027 VISION: GROWTH & OPERATING MODEL

THE TARGET

30-50X

GROWTH BY 2027, WITHOUT GROWING
HEADCOUNT AT THE SAME RATE.

Say that again slower: thirty to fifty times bigger, without needing thirty to fifty times the people.

THE MARKET

0.014%



212

CLIENT-SOLUTION PAIRS

1,500,000

MEDICARE PROVIDERS

HOW

**CLAUDE ENTERPRISE ISN'T AN EXPERIMENT
ON THE SIDE. IT'S THE OPERATING LAYER
UNDERNEATH HOW WE WORK.**

ABSORBED BY AI

Grind work, first-draft
work, searching-for-
the-answer work

STAYS HUMAN

Judgment,
relationships, the
doctor's-eye read
on a situation

LET'S SAY IT OUT LOUD

This is not about needing fewer of you.

It's about not needing more of you to get 30-50X bigger.

That gap doesn't disappear. It goes somewhere.

WHAT THIS MEANS FOR YOU

REVENUE
GROWTH:
\$1M PER MONTH
BY EOY

SALES FUNNEL:
50 ACTIVE LEADS
AT ALL TIMES

EBITDA TARGET: 15%

EVERY 1% OVER
EBITDA TARGET =
EMPLOYEE BONUS
POOL (JULY
DISTRIBUTION).
SEPARATE FROM
ANNUAL BONUS.

I've watched what resource-constrained growth does to a team.
People burn out carrying volume they were never staffed for, & the company
grows while the people inside it get thinner.

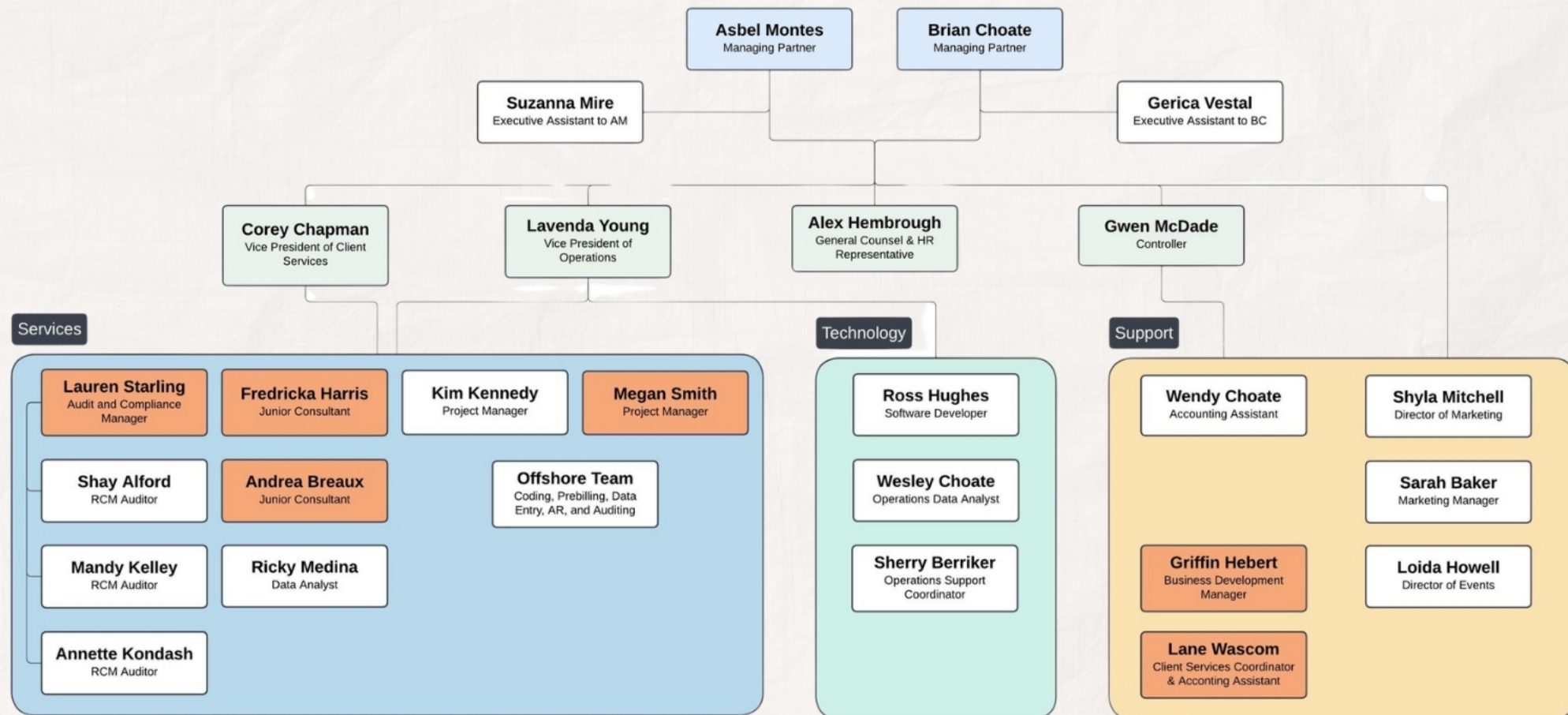
That is not the plan.

*AI takes the grind off your plate. The company grows anyway.
You are better compensated and less stretched than today, not more.*

HOW WE'LL RUN DIFFERENTLY

Decisions get made closer to the client and the patient, not bottlenecked through titles.

The person closest to the problem usually has the clearest eyes on it. In 2027, they should also have the authority to act on what they see.



THE ASK BEFORE THE END OF Q3 2026:

**One specific, concrete way your team is
applying data, doctors, and leadership
through the eyes of the patient.**

*Not a poster. Not a value statement. One real change to how you work.
I don't care if it's small. I care that it's real and that you can point to it.*



WE ARE NOT THE COMPANY THAT TALKS
ABOUT SEEING THROUGH THE PATIENT'S EYES.
WE ARE THE COMPANY THAT RUNS ON IT.

Starting with how we see each other.

OUR NONPROFIT PARTNER

**WE DON'T JUST SELL TO
THIS INDUSTRY.
WE INVEST IN IT.**



LEARN MORE



STILL WATERS

Free restoration retreats for first responders.