

Initiative Update

Sound Practice Solutions

April, 2025

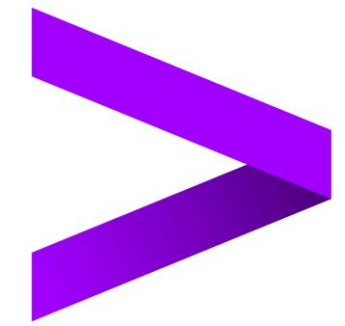
Board Meeting

Sound Practice Solutions Agenda

- Intro – Ashif Jiواني
- Defining the offering and how it's different
- Multi-year strategy
- Initial validation
- Activation plan

Ashif Jiwani, SVP Partner Development

Ashif joins us to lead Partner Development for our managed services portfolio. Ashif has a background in establishing multi-year partnerships with hospital organizations, leveraging relationships built on trust and integrity. His experience includes consulting for firms such as Ernst & Young and Accenture (9 years), product development for Microsoft (5 years), and strategic sales for DXC Technology (13 years). Ashif lives in Preston, WA nestled in between Issaquah and Snoqualmie where he and his family enjoy the outdoors and motorsports





WHAT IT IS

Sound Practice Solutions

For hospitals, medical centers, and multi-campus health systems seeking to enhance performance while keeping their current clinician staffing model, Sound Practice Solutions provides an at-risk, time-bound partnership leveraging 20-plus years of multispecialty expertise and know-how.

46%

of hospital executives are seeking practice management solutions*



HOW IT'S DIFFERENT

How we partner

Retain and upskill clinicians

Maintain your current clinician leadership and staff while benefiting from Sound's best-in-class learning and development programs.

Shared governance

Collaborate closely with Sound in joint decision-making to drive clinical and operational results.

Performance-aligned fees

Benefit from lower base fees supplemented by significant performance-based incentives.

Finite engagement and capability transfer

Structured, time-bound engagements ensure a clear, systematic transfer of capabilities.

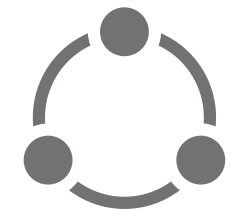
Data and technology empowerment

Leverage Sound's analytics and technology to drive informed decision-making and optimize operational performance.

Key pillars

Hospital challenges:	Suboptimal Performance	Unaffordable Subsidies	Lost Revenue
Our Solutions:	We leverage deep clinical expertise and data-driven insights to standardize protocols, streamline workflows, and elevate care quality — improving overall program efficiency.	By optimizing staffing models and refining operational processes, we reduce labor costs and dependency on subsidies while maintaining high standards of patient care.	Our proven approach to revenue capture and coding accuracy maximizes reimbursement and closes gaps in billing, helping you secure sustainable financial growth.
Outcomes*:	<div>9% REDUCTION IN LENGTH OF STAY</div> <div>19% REDUCTION IN READMISSIONS</div>	<div>~\$400K HOSPITAL MEDICINE SAVINGS</div> <div>~\$340K EMERGENCY MEDICINE SAVINGS</div>	<div>\$400 INCREASE IN CASE RATE CAPTURE</div> <div>15% INCREASE IN FEE-FOR-SERVICE COLLECTION</div>

Scaffolding – what we need to build



Change management and shared governance



Data driven scalability and conversion



Account management and customer success



Partnership and joint ventures

Expanding our TAM while reframing the market

Transforming how we go to market to become the recognized best-practice *platform*

- Strategic expansion to new target segments
 - ❑ Academic Medical Centers (AMC)
 - ❑ Poor Performing Hospitals – lack of clinical protocol standardization, variable clinical outcomes, suboptimal patient throughput and financial results
 - ❑ Physician Owned or Co-Managed
 - ❑ Faith-based or Mission Strong health systems - empower hospitals to concentrate on their core mission while we drive operational improvements
 - ❑ Win-back previous Sound customers who termed due to outsourcing friction, lack of at-risk investment etc.
- Opportunistic engagements and targeted MSAs drive growth
- Build a new dialogue: transform how we go to market
- Diversify and grow EBITDA by converting to CORE
- Proven model to increase TAM, revenue, EBITDA and industry influence



Validation and potential early adopters



Launch Activation Plan

