

CULTURE BOOK 2024



YEAR OF THE
SUPER HERO

In **RELATIONSHIPS**,
we **CARE** to make a difference.

In our **COMMUNICATION**,
we embrace challenge with **CANDOR**.

In our **CULTURE**,
we stay **CURIOUS** and **ACT QUICKLY**.

In our **COMMITMENT**,
we are **ACCOUNTABLE** to Goodroot and the mission.



MICHAEL WATERBURY

CEO • Goodroot • CT



What fuels your passion in this industry?

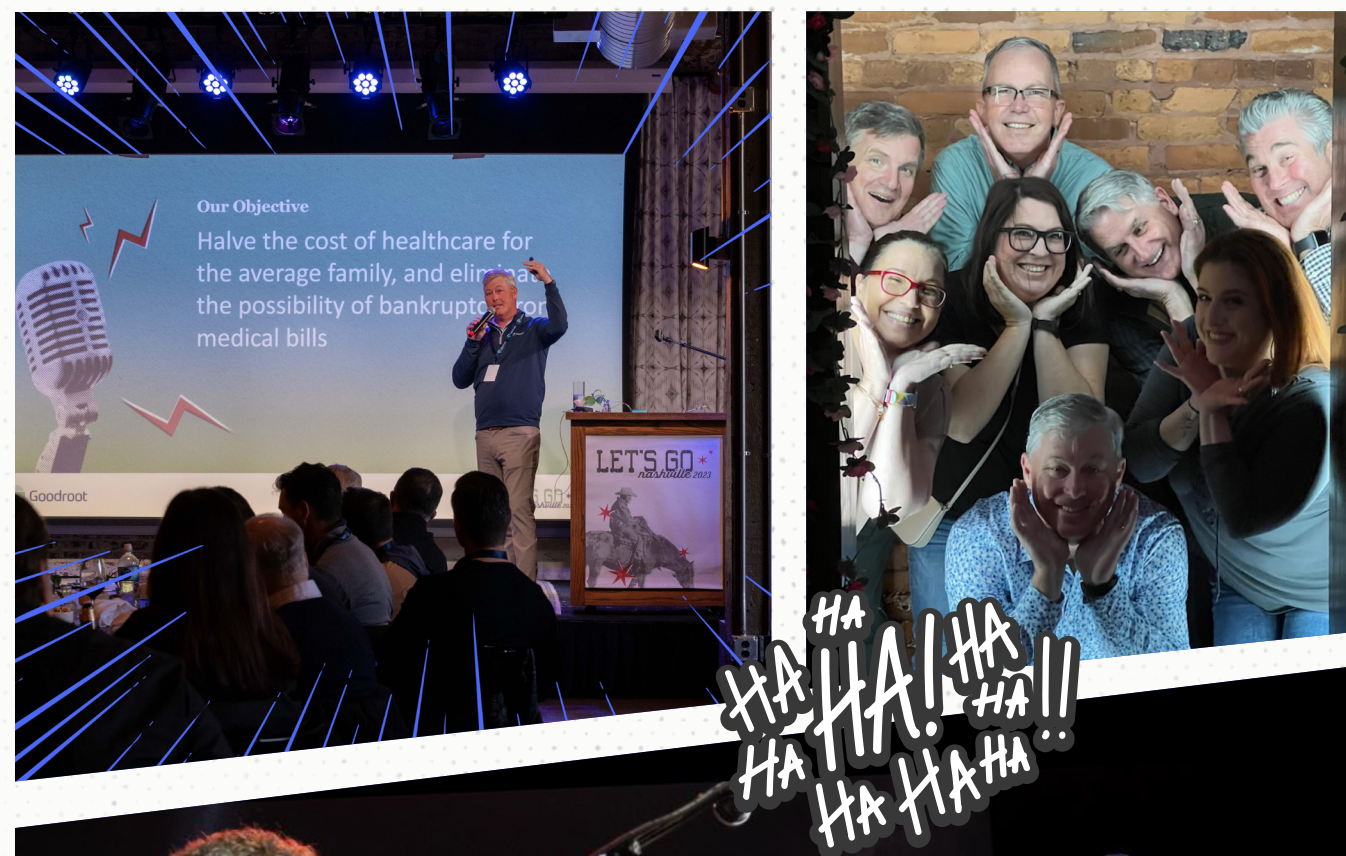
To fix it. Going into our 10th year in 2025, I have been reflecting on what we have accomplished and the great challenges in front of us. I have concluded that the best way to fix healthcare is top-down by addressing macro trends like medical debt. That is why we have created businesses like Empara and Emry that can help patients suffering today. In doing so, we will gain insights through data to hold the industry accountable for the change that is so needed!

On your team, what's your superpower?

My superpower is a blend of passion, hard work, and experience. 2023 was a year of transition and change, and I am excited to welcome new employees while appreciating the contributions of those who have moved on. When I first started RemedyOne in 2015, I hoped no one would ever leave. Now I understand that change is inevitable, natural and often beneficial. I am dedicated to creating an environment and culture where change is handled with respect and fairness, allowing us to focus on what truly matters.

Share a fun fact about yourself!

- I like to have fun and meet new people. I have included some fun pics from 2023, including a trip to St. Lucia where my family hiked the Grand Piton, which to me symbolized the journey we are on to fix healthcare. Good news: we made it, but it was very difficult with many twists and turns.
- I included a picture from the event we sponsored for Cancer for College (CFC) with Will Ferrell, John Reilly and Snoop Dogg to raise money for cancer survivors. That night, we unveiled a new program for CFC to help these survivors with Cancer Debt.
- A group of us went to see U2 at the Sphere after a key pharmacy strategy meeting in Arizona, where we welcomed some new leaders to our team.
- Finally, I included a fun pic from our Nuwae team meeting. It is an inside joke (you can ask anyone on the team), but the organic theme for our event is “you are beautiful.” On a serious note, I had a blast getting back involved with my RemedyOne/Nuwae team and rolling up our sleeves to position that business well in 2024.



NICK MCLAUGHLIN

CEO/Founder • Breez • MI

What fuels your passion in this industry?

I love working in the healthcare industry because there are so many opportunities to improve people's lives—both patients and the providers that serve them! Problems like the unsustainability of the rising cost of care, medical debt bankrupting patients, overcomplicated and administratively burdensome workflows and processes that deserve our time and attention. The opportunity to earn a living while leaning into those problems is an absolute privilege!

On your team, what's your superpower?

Focused action. I know what needs to be done, and more importantly what needs to not be done, and work hard to accomplish our objectives.

Share a fun fact about yourself!

I started practicing Brazilian Jiu Jitsu this year for the health benefits and have officially become addicted to the physicality and technical strategy involved in the art.



MARKUS WAITE

President • Empara • FL

What fuels your passion in this industry?

I started working in healthcare thirty years ago, building complex claims processing platforms to administer the Medicaid program in several states. Thirty years ago, those systems were built on mainframes using languages like COBOL. Today, many of those same systems are in place – that's crazy. We can only change this legacy healthcare system through innovation and passion. I love that Goodroot accepts that challenge every day!

On your team, what's your superpower?

I truly support two teams: Goodroot Amplified Services and Empara. On both teams, collaboration and teamwork is our superpower. Whether we are working within our company or across companies, the collaboration and unified goal to improve healthcare drives our success.

Share a fun fact about yourself!

I was born in Kronach, Germany, located in the Franconian Forest of Bavaria, home to the Rosenberg Fortress, Germany's biggest and most complete early modern fortress.



JEFF SNYDER

Chief Administrative Officer • Penstock • NY



What fuels your passion in this industry?

The healthcare reimbursement system in this country is extremely convoluted and accurate payment for services can be impacted by literally tens of thousands of ever-changing coding, chargemaster, and regulatory/policy rules. This creates gaps and vulnerabilities, increases the opportunity to maximize service revenue, and makes true price transparency nearly impossible to achieve. Solving an inappropriate payment puzzle for our clients requires some sleuth-like skills but it's extremely challenging and fun! The landscape in which we work is constantly changing, so it means we have to be constantly learning. It never gets old and boring! Most importantly, at the end of the day I know the work we do is making a difference for both the payors and consumers of healthcare services. Every bit counts!

On your team, what's your superpower?

I've held several different roles on the financial side of healthcare over the past 25 years, so my superpower is definitely the ability to find that "one off" scenario or find a twist in a rule or policy interpretation that leads to new opportunities.

Share a fun fact about yourself!

I have a goal to visit every continent (except Antarctica) at least once. Four down, two to go!

SCOTT WILSON

VP, Concierge Services • Emry • GA



What fuels your passion in this industry?

Healthcare in the US is in desperate need of being reinvented so that folks can actually afford the care that they are receiving. Today in the US, seeking care can oftentimes lead to financial devastation. I am fueled by my passion to create tools/products/companies that can steer the healthcare industry to a new, re-engineered, low-cost, sustainable norm.

On your team, what's your superpower?

Building solid relationships is a strength, and I genuinely want others to succeed in their career and individual projects.

Share a fun fact about yourself!

- I'm a sunflower farmer.
- I am a lifelong learner - love diving into new topics, ideas and books.
- I love home remodeling projects.

BRIANNA MILLER

Director of Content • Goodroot • CT

What fuels your passion in this industry?

Healthcare is truly an industry that touches everyone, whether you're bringing new life into the world or acting as a caregiver to a parent or loved one. One of my most transformative experiences, which deepened my commitment to healthcare, was witnessing my mom battle cancer. The struggle wasn't just with the illness itself but with the insurance complexities and the crushing unaffordability of care. Watching her deal with collectors on top of enduring chemotherapy revealed to me the stark realities and challenges patients face within the healthcare system.

These experiences have cemented my belief that healthcare is an industry where I can truly make a difference. Whether through storytelling that amplifies patient voices or by marketing solutions that prioritize patient-centered care, I am driven by the desire to improve healthcare experiences for all. It's a complex and rewarding field and knowing that my work can contribute to making healthcare more accessible, affordable and seamless fuels my passion every day.

On your team, what's your superpower?

My superpower is turning complex health, pharmacy and tech topics into simple but engaging narratives that resonate with our target audiences... I also like to make my team laugh.

My kryptonite? Misplaced hyphens.

Share a fun fact about yourself!

- I have a very strange—and very real—phobia of mayonnaise.
- My twin sister stole all my height in the womb.
- By the time this culture book is published, my husband, Paul, and I will have welcomed our first baby—Beckham Alexander Wugman.



MEENA SAHIBDIN

CareCost Guide • Emry • FL



What fuels your passion in this industry?

I have covered many aspects of the healthcare industry in the past 20 years, which has been an amazing experience overall, but I felt frustrated during that journey. None of my past positions satisfied the underlying issue with the accumulated debt post treatment. That was a missing component that did not receive the attention it deserved, on the level it deserved, until Emry came along. The ability to navigate the complex world of healthcare from a patient's perspective was more or less ignored. Imagine the vulnerability that you are dealing with post treatment, followed up with the financial responsibility after that treatment. Who pays attention to the mental, emotional, and financial turmoil after receiving a large hospital bill for example. Who is there for the patient? That is why I'm happy that I get to be part of the Goodroot family where I can help the Emry members with empathy, care and guidance that they deserve and alleviate some of the burden.

On your team, what's your superpower?

The ability to connect with others on a friendly and empathic level.

Share a fun fact about yourself!

- I grew up speaking 4 languages.
- I love to read and listen to audiobooks.
- I am a loyal cruiser/traveler.

RYAN CAOQUETTE

Senior Accountant • Goodroot • CT



What fuels your passion in this industry?

The chance to make a tangible impact in the lives of everyday individuals is something that many people do not get to experience in their professional careers. Knowing that my work is part of a broader effort to expand healthcare access and affordability motivates me each and every day.

On your team, what's your superpower?

I approach each task with enthusiasm and excitement, and I find great joy in being able to help the individuals on my team, either by lightening their own heavy workloads or collaborating to put together a finished product better than any of us could do on our own.

Share a fun fact about yourself!

- Although I work in the Finance / Accounting Dept., I got my undergraduate degree in European History & Political Science!
- My favorite movie is 1997's Titanic, but my "Top 10" list always fluctuates!
- I have a 7-year-old son who excels in soccer and gymnastics (and is much more athletic than his father)!

LILJANA GOODEVE

Senior Account Manager • AlignRx • FL/NY



What fuels your passion in this industry?

Helping people understand the complex world of pharmacy benefits.

On your team, what's your superpower?

Going from staying up late to being the first one checking out for the night.

Share a fun fact about yourself!

I'm a first-generation American.

MICHELLE FRANK

Chief Growth Officer • Goodroot • CT



What fuels your passion in this industry?

I've been dedicated to the healthcare industry since 2006, continuously learning and finding ways to save money for our clients and patients. Despite my extensive experience, I constantly discover new things, which keeps me challenged and motivated to continue improving my ability to help those we serve.

On your team, what's your superpower?

Goodroot, in its uniqueness, gives me the opportunity to leverage my superpower: identifying a product or service's value proposition and creating a commercial plan to successfully bring it to market and win business. Here, I can do this for multiple businesses with various industry targets within the healthcare arena.

Share a fun fact about yourself!

- I have a DMB tattoo that I got to show Dave.
- I have a mad crush on Kid Rock (whom I got to meet in Nashville during a GR team meeting).
- I've lived in 8 states.

JUNAID TAHIR

Business Systems Analyst • Penstock • TX



ANDREW DAY

Healthcare Exchange Analyst • Penstock • CT



What fuels your passion in this industry?

I'm passionate about working in healthcare because it's such a vast and evolving field. There's always something new to learn, which keeps me constantly engaged and inspired. While doctors and healthcare providers play a crucial role in saving lives, I find great fulfillment in contributing to healthcare from the technology side. Knowing that my work helps improve patient care and supports those on the front lines motivates me every day. It's incredibly rewarding to be part of an industry that makes such a significant impact on people's lives.

On your team, what's your superpower?

I'd say my superpower is my eagerness to step up and take initiative. I enjoy jumping in and finding ways to help, whether tackling new challenges or supporting my teammates. I also bring a lot of energy to the group, which helps keep the momentum going and keeps things positive. I love being part of a collaborative environment where we can all inspire each other to do our best work!

Share a fun fact about yourself!

- I was born and raised in Islamabad, Pakistan, and moved to the U.S. in 2011 to pursue my bachelor's degree, ultimately deciding to build my career here.
- I'm a huge fan of road trips and exploring national parks! I've visited over 35 states so far, and last year I drove more than 40,000 miles, including a trip from Texas to Canada and back, covering 20+ states along the way.
- I love hunting.

What fuels your passion in this industry?

My mom worked in a hospital setting while I grew up, so I was always involved with healthcare through my mom. I got an internship with ClearFile while in college where I got to experience the healthcare industry firsthand and loved it. The passion and drive from working with everyone rubbed off on me and I decided this is what I want to do.

On your team, what's your superpower?

Being able to adapt. I would say it's not just mine but the entire teams. We get curve balls thrown at us every day and have random fire drills where we need to quickly adapt, intake the information, and come up with a plan.

Share a fun fact about yourself!

I enjoy puzzles and brain teasers.

MIKE NIGELS

CTO & Co-Founder • Empara • FL



What fuels your passion in this industry?

My first passion has always been technology. I love to create, to solve problems, and to find new and innovative ways to disrupt outdated processes. Healthcare provides an environment rich with opportunities for that type of innovation. So many areas of our healthcare system can benefit from the type of technological advancements that have transformed other areas of our economy and culture. Knowing that I can do what I love while making a real difference in the quality, accessibility, and affordability of healthcare in this country is incredibly rewarding.

On your team, what's your superpower?

You'll have to ask my team that question. What I can say is that I am dedicated to our mission. When I am working on something I am passionate about and surrounded by equally passionate and talented teams, it provides a deep source of energy and creativity to tap into.

Share a fun fact about yourself!

I am a native of sunny Clearwater, Florida, not too far from where early generations of my family helped settle what is now the city of Dunedin. I grew up in and around the beaches and intercostal waterways of this beautiful city and I spend as much free time as I can with my family out enjoying the water.

NICHOLE RUSS

Director of Concept Development & Selection Analytics • Penstock • OH



What fuels your passion in this industry?

Service to others has always been a big part of my life. I love being able to help people in a unique way through the work we do in the healthcare industry.

On your team, what's your superpower?

Being the ClearBridge Queen—one who empowers others by listening to their needs and brainstorming creative solutions.

Share a fun fact about yourself!

- I have an extensive houseplant collection.
- I enjoy baking sourdough bread.

ZACHARY ABATE

Documentation Specialist • Penstock • PA



What fuels your passion in this industry?

I've witnessed firsthand the struggle to find and pay for quality healthcare in this country. Penstock's mission to remove wasteful spending from the healthcare system will make healthcare more accessible and affordable for everyone in the long term. I love being part of an organization that is fighting for real change in an arena that affects the lives of every American. I'm passionate about my job because I believe that we're making the healthcare system function in a way that better serves the individual.

On your team, what's your superpower?

My superpower is the ability to "dig into the weeds" of a product or idea—to investigate the details and what ifs. As a technical writer, it's my job to look at a product from an outside perspective and figure out what an end user needs to know. How does it work? Why is it set up like this? Where could an end user get stuck? My superpower is the ability to envision potential scenarios and navigate users through them.

Share a fun fact about yourself!

- As a kid, I had a pet squirrel that lived indoors with me.
- I have five siblings.
- I haven't had coffee in over a decade.

TRACY SOWINSKI

Outpatient/Professional Auditor • Penstock • NY



What fuels your passion in this industry?

The possibility that we can change people's lives for the better really fuels my passion for this industry. Trying to fix a broken system is really something I am passionate about. To me, having a passion for healthcare means having a passion for change, growth, and knowledge.

On your team, what's your superpower?

Organization is my superpower! I am a very organized person in and out of work. This allows me to focus on the job at hand and complete tasks in a timely manner.

Share a fun fact about yourself!

- I love a good party theme/costume party!
- Crocheting is my side gig!
- Being an aunt is my favorite! My nieces and nephews are my babies!

BETHANY HRUSCHAK

Sr. Manager, Pricing & Analytics • AlignRx • OH



What fuels your passion in this industry?

I really enjoy learning and broadening my understanding of how aspects of the healthcare system operate. Five years ago, the pharmacy benefits space was something I didn't even know existed. However, between my previous experience working at a PBM, and now three years at AlignRx, I've gained so much knowledge of the industry and the impacts it can have on anyone utilizing insurance.

On your team, what's your superpower?

Attention to detail.

Share a fun fact about yourself!

Before joining the world of healthcare, I was a high school math teacher and worked part time at a library.

PEGGY GREENLEE

Senior Clinical Auditor • Penstock • OH



What fuels your passion in this industry?

I believe in "taking care" of people in the most effective and efficient ways possible. This drove me to pursue nursing as my career. There is no doubt that healthcare is expensive. The challenge is using limited resources to obtain the maximum outcome. What fuels me is striving to find solutions that are effective, economical, reproducible and sustainable.

On your team, what's your superpower?

My superpower is thinking ahead to the next step. My brain is wired to ask, "what happens to the status quo when we implement this new idea or process?" "How will this change affect what we are doing now?" "Are there any other issues that will present themselves as a result of the change?"

Share a fun fact about yourself!

- I enjoy my garden and starting my tomatoes and peppers from seed.
- I am a lay associate of the Sisters of Notre Dame.
- I don't do spicy foods or roller coasters.

MICHELLE POLO-TIERNEY

Director, Concierge Advocacy • Emry • NJ



What fuels your passion in this industry?

My passion for working as an insurance broker and advocate is driven by the opportunity to help individuals navigate the often confusing and overwhelming world of insurance. I am motivated by the chance to provide clarity and support to our clients, ensuring they receive the benefits and coverage they deserve. The challenge of interpreting complex policies and regulations, and then translating them into actionable advice, is both stimulating and rewarding.

On your team, what's your superpower?

I have a knack for problem solving and quickly identifying issues and coming up with effective solutions, helping the team overcome obstacles and maintain smooth operations.

Share a fun fact about yourself!

- I once had the thrilling opportunity to fly a twin-engine plane. The experience was absolutely exhilarating and spectacular, as I took the controls and soared through the sky. The breathtaking views from the cockpit and the sheer adrenaline of piloting the plane made it an unforgettable adventure.
- In my spare time, I love to paint and draw. It's a passion I've nurtured since childhood, and it continues to bring me immense joy and relaxation.
- I was born in Italy and speak fluent Italian. I have a large and vibrant extended family, with 66 cousins who reside there. Visiting them is always a joyous occasion, filled with laughter, delicious food and rich traditions.

KELLY ARANDA

Concierge Advocate • Emry • NJ



What fuels your passion in this industry?

Deeply impactful personal experiences have shaped my passion for healthcare. Although witnessing and caring for loved ones through challenging diagnoses can be incredibly tough, it also gave me a unique perspective and empathy that can be invaluable in helping others. This journey ultimately influenced my career and personal goals.

On your team, what's your superpower?

My superpower is being supportive. Whether it's helping with productivity tasks, offering insights, or just having a meaningful conversation, I always strive to be there for my team. This support helps us stay motivated, overcome challenges, and achieve our goals together.

Share a fun fact about yourself!

I have a passion for playing golf and enjoy "hitting the links" with family and friends.

DJ DENTON

Sr. Account Manager • Sola Health • MI



What fuels your passion in this industry?

When I first began working on the payor side in healthcare, I came to realize the enormity of this industry and it was overwhelming. As I settled into a career and had opportunities to serve in various functional roles across commercial and government lines of business, I became most interested in the impact to members. No matter the role I'm in, my goal is to play a part in making healthcare less complex, less stressful, and more affordable for individual people.

On your team, what's your superpower?

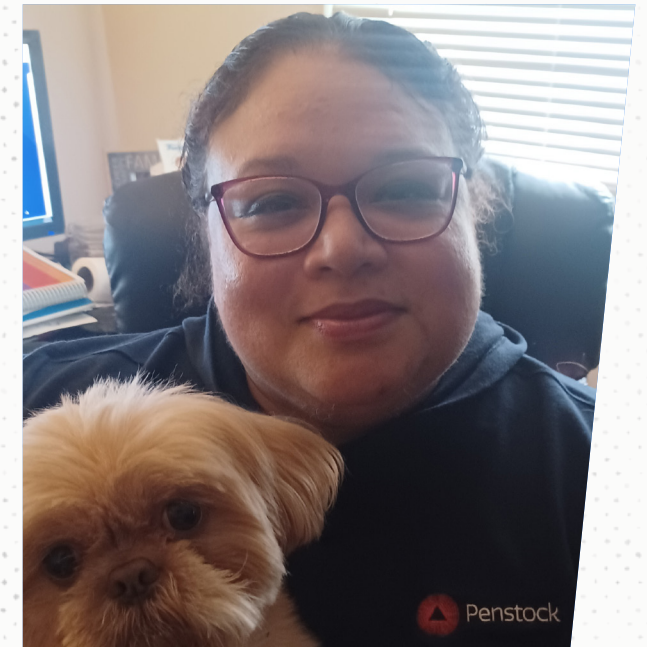
I like to think that one of my strengths is adaptability. Given the complexity of healthcare and the speed required to create products/services that anticipate where the industry is heading, we at Goodroot are accustomed to change. I've learned not to fear change and adapt with optimism.

Share a fun fact about yourself!

- Trail running is my favorite exercise (lifting weights is too hard).
- I don't like kale.
- I won my fantasy hockey league the last 3 years in a row.

RITA JOHNSON

Director of Outpatient and Professional Audits • Penstock • OH



What fuels your passion in this industry?

I think that it is important to be educated about the state of our current health care system and to work together to control rising costs and preserve the ability for everyone to get the healthcare that they need (not to mention that I love analyzing data and fixing errors).

On your team, what's your superpower?

My superpower is a positive attitude. I believe that there is a silver lining on every cloud.

Share a fun fact about yourself!

I'm an animal lover and puppies are my favorite!

REBECCA BERMAN

Marketing Intern • Goodroot • CT



What fuels your passion in this industry?

I was introduced to business in the healthcare industry from a very young age. I watched my father become an entrepreneur and grow two of his own healthcare businesses. I was even able to work on some projects for those companies. I was immediately hooked and began to realize how important ease of healthcare access really is, as well as the profound impact of essential healthcare services. If even just one person's life is made easier, it is worth it. When I came across Goodroot this past year, I knew it was the place I wanted to intern. The impact that Goodroot and its community of companies has on the world is exciting and inspiring. There is no doubt in my mind that healthcare should be accessible to all, and it is an honor to kick off my career at an organization that feels the same way.

On your team, what's your superpower?

Time management and quick adjustment to change are two of my strongest traits. These skills have improved immensely over the course of my life, whether that be through academics, athletics, work experience, or just life in general. I believe that I can prioritize and manage many tasks on my plate effectively. If a quick change needs to be made, it is done smoothly. Change isn't scary for me – it inspires me to do better. Everything is a learning experience, and I know I will be better for it in the long run. In an ever-changing work environment like Goodroot, I feel as though I can thrive.

Share a fun fact about yourself!

- I play Division III field hockey at Wheaton College in Massachusetts.
- I have my black belt in taekwondo.
- I have four cats!

JACQUI CYR

Accounting Manager • Goodroot • CT



What fuels your passion in this industry?

My passion is driven from the consumer perspective. Healthcare should not be putting people into financial distress. When someone needs to receive care, they should never have to worry about how they will pay their bill. While my role is not directly changing the healthcare industry, I love that I am able to support the mission of the Goodroot community of companies.

On your team, what's your superpower?

On my team, my superpower is my personality. I am extremely methodical and analytical, which comes in handy for ensuring that financials are complete and correct. I'm also the funniest team member, so I make sure to bring the laughs to help brighten every day.

Share a fun fact about yourself!

- I am double jointed in my thumbs and toes. I have what people call "hitch-hiker thumbs".
- I love to try new foods and I think the most interesting thing I've ever tried was cow brains.

GREG SILLS

Director, Financial Planning & Analysis • Goodroot • CT

What fuels your passion in this industry?

When I joined Goodroot in early 2024, I was looking for a change from my previous corporate background and to join a company with a strong culture and focus on helping people. The healthcare industry is a fundamental part of our lives, but unfortunately contains a variety of complexities that our community of companies have the passion to resolve. In my brief time at Goodroot thus far, I have been inspired by the passion and knowledge of our employees across our various companies, which has in turn fueled my passion to continue growing within the field of healthcare. I am happy to work for a company that genuinely wants to help people and I am proud to be an employee of Goodroot.

On your team, what's your superpower?

Flexibility. Over the course of my ~20 years in finance, there have been standard daily/weekly/monthly tasks to accomplish, but it is often the ad hoc projects that surface each day that may add the most immediate value. I can adapt, pivot and re-prioritize as needed, which is necessary in the growing, fast paced environment here at Goodroot.

Share a fun fact about yourself!

- I enjoy actively playing sports such as basketball/tennis/golf, as well as running. I have finished the Hartford, CT half-marathon the past 10+ years.
- I am a "girl dad" to my daughters ages 10 and 8. As part of this, I constantly have Disney and Taylor Swift songs stuck in my head.
- While I enjoy most genres of movies, I will say that I have watched all of the Marvel movies made, but unfortunately cannot bring any of those superpowers to my team!



DAN SULLIVAN

Design Director • Goodroot • CT



What fuels your passion in this industry?

My passion for working in healthcare is fueled by the profound impact that thoughtful design can have on patient experiences and outcomes. As a Design Director at Goodroot, I am deeply committed to leveraging my skills to help address and fix issues within the healthcare system.

In my role at Goodroot, I have the privilege of combining my design expertise with a purpose-driven mission. I find immense satisfaction in creating solutions that not only address medical needs but also enhance the overall patient experience. Whether it's through designing intuitive applications, developing educational materials, or crafting compelling brand narratives, I am driven by the goal of improving healthcare accessibility and communication.

On your team, what's your superpower?

My superpower on the team is inspiring creativity. I love encouraging my colleagues to think outside the box and come up with fresh ideas. By creating an environment where everyone feels comfortable sharing their thoughts, I help our team develop creative, impactful solutions to the healthcare challenges we face.

Share a fun fact about yourself!

- We have two rescue cats and a dog - Puppypcat, Dormouse and Wende.
- I took part in Nintendo World Championship.
- I'm currently writing my first screenplay.

PAUL NOTARNICOLA

SVP, Business Development • Goodroot • NJ



What fuels your passion in this industry?

Bringing solutions that deliver meaningful results to both the health plan and their members is the driving force that continues to drive my participation in this area. We have come a long way but have a long way to go on this front.

On your team, what's your superpower?

Maintaining regular contact with existing/potential clients, as one never knows the timing of opportunity. There is a fine line between persistence and annoyance, but, as has been highlighted, "persistence wears down the resistance".

Share a fun fact about yourself!

- I like to fish and travel in my spare time (and hoping to do more in the future!)
- I welcomed my first grandchild this year.
- I'm looking forward to another great year...LFG!

JIM HARPER

CFO • Goodroot • CT



What fuels your passion in this industry?

Access to and paying for healthcare is complex and doesn't need to be, and it is obviously rife with inefficiency, bloat, grift, and waste. I want my kids to inherit a system that is easier to navigate, fair, and simple. I think people like us at Goodroot and companies like our affiliates, along with other disruptors, can affect change to make a better system.

On your team, what's your superpower?

I can work well within ambiguity and constant change and help distill it into tenable action; I think I am good at oscillating between strategy and being a strategic leader (seeing the forest) and working on and delivering discrete tasks (working amongst the trees) and helping my team members and peers do the same.

Share a fun fact about yourself!

- I am preparing to be a Level-1 CrossFit Coach.
- I read 10 to 20 books a year.
- I'm a nerd. My wife and I like to attend renaissance fairs, masquerades, and period-themed dances.

TAI DAX

Director of Client Success • Breez • WI



What fuels your passion in this industry?

A sense of purpose! To work with a company that is actively changing the healthcare industry in a positive and unique way. TOGETHER we are improving the healthcare industry, and making a positive impact on people's lives is the best feeling and what drives me.

On your team, what's your superpower?

I believe my superpower would be my communication skills. This helps with having great time management as well. It helps everyone work better together. Setting clear expectations avoids any misunderstandings.

Share a fun fact about yourself!

I was named after Tai Babilonia a former world figure skater.

STEVE PALMA

President, Medical Cost Solutions • Goodroot • CT



What fuels your passion in this industry?

I would love to say that I went into healthcare with a passion but to be honest I kind of fell into it by accident. I needed a job while deciding whether to go back to school. My roommate was working at Oxford Health Plans and told me about open positions there. I applied, was hired, and before I knew it almost 10 years went by! I really enjoyed my time at Oxford, where I gained tremendous experience working with some very smart people, which I later applied at other companies serving the industry. However, I always had a nagging, low-level guilty feeling that I was profiting from a very broken system, which I was not doing much to help fix. That's why I joined Goodroot. I wanted to work for an organization focused on launching and scaling profitable businesses, but ones that actually helped healthcare consumers navigate our very broken system to obtain the best healthcare possible at the lowest cost. So yes, at Goodroot I can finally say that I'm passionate about healthcare!

On your team, what's your superpower?

I would love to have a superpower but sadly for my 5-year-old self it was not meant to be! One skill that I do feel has been helpful in my career is the ability to collaborate effectively with different types of people to achieve meaningful business results, quickly. I probably inherited a little of that skill from my dad but learned to hone it through experience (including my share of painful mistakes), and by observing and trying to emulate some great leaders along the way.

Share a fun fact about yourself!

I'm a history geek. So, while I might smile and nod knowingly while watching sports with friends and family, I'd much rather be watching some obscure documentary about WW2!

CONNOR ROSENBAUM

VP of Business Development • Goodroot • TN



What fuels your passion in this industry?

At a foundational level, I believe there is a moral responsibility to try and push beyond the status quo of the healthcare that exists today. From top to bottom, I think change is possible and needed. It doesn't take a genius to recognize some of the flaws that exist today, why not try and be a part of that change for the better?

On your team, what's your superpower?

Simplifying, translating, and articulating complex healthcare technology and services.

Share a fun fact about yourself!

- Despite working for a company based in Connecticut, I have never been to the state.
- I can solve a Rubik's cube.
- I can juggle.

ROBERT HASKEY (DR. BOB)

Chief Medical Officer • Penstock • WA



What fuels your passion in this industry?

To be able to continue the noble quest of providing the most scientifically based healthcare throughout the 21st century and beyond to the entire population, we must find a way to efficiently and cost-effectively do so. Providing the best solution at the proper time to achieve long-term clinically superior outcomes, while reporting the same in the most accurate fashion possible, can take us down that path to success. To navigate the tortuous path will require significant resolve and perseverance by all of us and each of us individually.

On your team, what's your superpower?

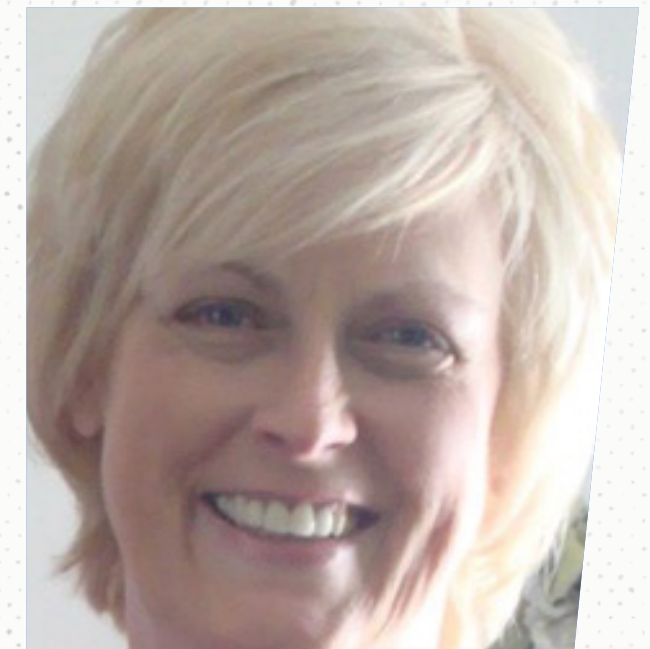
The foundation of my superpower is my knowledge base, accumulated over the 49 years since completion of my medical education...23 years in the clinical practice of surgery, 11 years as senior medical director with a large BCBS payer organization, 11 years as CMD for a large medical auditing company with focus on Medicare and Medicaid, and 2+ years with Goodroot/Penstock. My superpower is, I believe, the ability to share this knowledge in an educational format..."Don't give a person a fish. Teach the person how to fish."

Share a fun fact about yourself!

- I enjoy travel...meeting new people, seeing new places, and sharing new experiences.
- I enjoy genealogy...who paved the path over decades & centuries past to lead to my existence.
- I enjoy creating...large & small wood projects & problem-solving digital tools.

BECKY FUNK

EVP of Sales • Breez • IL



What fuels your passion in this industry?

I love to help providers and patients find a way to make healthcare accessible and affordable. My passion is working with healthcare providers on reducing denials, increasing their cash flow, and improving processes. I have long term provider and vendor relationships that are very special to me. I consider them not only my customers, but my friends.

On your team, what's your superpower?

Booking appointments and relationship building.

Share a fun fact about yourself!

In the past, I coordinated state fair appearances for Richard Simmons and led the group warm up exercises for the crowds.

JULIA JOFE

Sales Operations Specialist • Goodroot • CT



What fuels your passion in this industry?

My passion for the healthcare industry stems from my desire to address the frustrations I experienced within the system and alleviate that burden for others. Healthcare is dynamic, innovative, and powerful; it holds the potential to make a global impact. However, it's an industry that can be easily abused, often hurting the very people it aims to help. I want to be part of an evolving field that presents complex challenges and solutions. Working at Goodroot means being on the positive side of change, alongside a team of disruptors tackling the stigma and status quo of healthcare.

On your team, what's your superpower?

My superpower is my organizational skills. They prime me to be a proactive contributor. Organization is the foundation for efficiency and prioritization. Prioritization allows me to adapt quickly and efficiently to different roles and challenges within the Goodroot sales team, but also across various affiliate companies. When your ducks are in a row early on, you incur less stress, higher quality of work, and greater productivity – trust me!!

Share a fun fact about yourself!

I have a bonded pair of ragdoll cats named Benny and Clyde. They are both obsessed with napping and eating (... just like their owner).

BEN CALLAGHAN

Chief Experience Officer • Empara • CT



What fuels your passion in this industry?

I thrive when there is a product or experience that needs improving and the healthcare industry is in desperate need of reinvention. Healthcare has this great intersection of business opportunity and a place to do good for our future generations and I can see myself continuing to collaborate to build value for patients and companies for a long time.

On your team, what's your superpower?

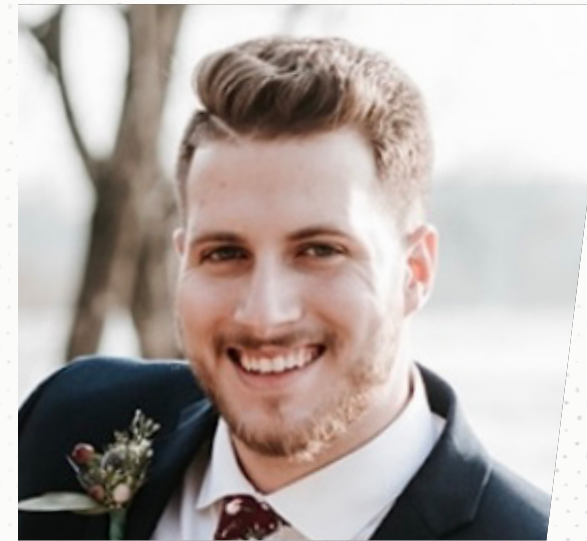
My superpower is to bring something to life in a very tangible way that only exists in conversation.

Share a fun fact about yourself!

- I am a father of three.
- I love being outdoors.
- I love good whiskey and beer.

RAUDEL VALDES

Software Engineer • Empara • FL



What fuels your passion in this industry?

I believe that everyone deserves to understand and access their healthcare benefits without unnecessary hurdles. My passion lies in creating innovative solutions that empower patients to take control of their health. I am driven by the goal of reducing the administrative burden on patients and enabling them to focus on their well-being.

In the future, I aspire to lead projects that integrate cutting-edge technology with user-centric design to develop comprehensive platforms for healthcare management. My ultimate goal is to build systems that not only provide clear and accessible insurance information, but also guide patients through their healthcare journey, ensuring they receive the care they need efficiently and effectively.

On your team, what's your superpower?

My superpower is adaptability. In the fast-paced world of technology, being able to quickly learn new tools and technologies is crucial. I thrive in dynamic environments and am always ready to pivot when priorities shift or when we need to explore new solutions.

Share a fun fact about yourself!

- I enjoy traveling abroad.
- I play pickleball.
- I have a Siberian Husky named Thor.

STEVE ROMANKIW

Senior Developer • Penstock • CT



What fuels your passion in this industry?

Knowing that our business is contributing to solving one of many inefficiencies in the healthcare space.

On your team, what's your superpower?

As a software developer, I am able to contribute to the full stack of products.

Share a fun fact about yourself!

- Years ago, I won a national programming competition.
- I photograph as a hobby. I use Canon gear.
- I like to do outdoor activities such as hiking, cycling or swimming in the cold New England ocean.



PENSTOCK TEAM MEETING



CHRISSA CARAMIA

Director of Meetings & Events Services • Goodroot • CT

What fuels your passion in this industry?

As a meetings and events planner in the healthcare industry, my passion is fueled by the unique opportunity to create meaningful and memorable experiences that directly contribute to others' well-being and advancements in healthcare disciplines. I aim to provide an environment that fosters innovation and collaboration among my colleagues. Each event is carefully curated to support future growth and opportunities. Over the last five and a half years, it has been truly amazing to witness the exponential growth and evolution of such talented individuals within this industry. Being part of that journey has been, and continues to be, incredibly rewarding.

On your team, what's your superpower?

My superpower is my ability to seamlessly combine meticulous attention-to-detail with providing creative problem-solving solutions, ensuring every experience runs smoothly, efficiently and effectively. In the ever-changing event atmosphere, I work hard to remain calm and stay focused under extreme pressure while achieving the objective. In this complex and fast-paced environment, I would say my superpower is not only that I excel at organizing intricate logistical details while quickly adapting to unexpected challenges/changes, but always keeping the ultimate goal of advancing healthcare initiatives and improving guests' experiences at the forefront of my mind.

Share a fun fact about yourself!

A fun fact about myself, the more logistically challenging an event can be—the more rewarding it is for me. This just shows how not so fun I am. :)



JERRY BYERS

Database Administrator • Penstock • FL



What fuels your passion in this industry?

Early on in my academic career, I realized that being a healthcare provider was not my calling. However, by lowering the costs of healthcare for patients, I am indirectly helping more people access healthcare.

On your team, what's your superpower?

I enjoy learning and meeting new people.

Share a fun fact about yourself!

My wife and I got married at the stroke of midnight on Y2K. Our wedding reception was at a different venue than where we got married. The photographer asked me to drive slowly so they would have time to arrive before us and set up for pictures. On the way to the reception, we were pulled over by the state police for driving too slowly. Luckily, our wedding attire gave us away, and the officer let us go. Later, a colleague's husband, who was a state trooper, gave us a framed warning for driving too slowly.

LAD WILLIAMSON

VP, Business Development • Goodroot • TX



What fuels your passion in this industry?

Being able to materially impact the lives of employees, and people, nationwide by helping them save dramatically on the costs of healthcare.

On your team, what's your superpower?

I'd say my ability to find opportunities where most don't see them.

Share a fun fact about yourself!

- I've been playing guitar for 25 years and am in a band for fun.
- I've been to Mt. Everest.
- I speak French fluently.

YEAR OF THE SUPER HERO



Goodroot

