DIRECT CARE ALLIANCE

Video captions for approval

For David Balat, Founder and Board Chairman · September 21st, 2026

Your edits are in. All five lines you marked are gone, and the rest is rewritten plainer. Six clips, six dates, and the exact words that run underneath each one. Every clip is from your September 1st testimony to the Texas House Select Committee on Health Care Affordability, which is public record. Nothing publishes without your word, and anything you don't change goes out as written on the date shown. If a caption is still wrong, name the clip and the words you want, and it's rewritten the same day.

TUESDAY, SEPTEMBER 22ND · 26 SECONDS

Zero out of pocket

> ON SCREEN, YOUR WORDS
>
> "That is really the only thing you heard: Zero out of pocket. They can focus on getting well."

LINKEDIN

"That is really the only thing you heard: Zero out of pocket. They can focus on getting well."

If your employer offers Direct Care Alliance and you choose it, you don't pay anything for that episode. No deductible. No coinsurance. No bill three weeks later.

David Balat, Board Chairman, Direct Care Alliance. Texas House Select Committee on Health Care Affordability, September 1st.

X

"That is really the only thing you heard: Zero out of pocket. They can focus on getting well."

David Balat, Texas House Select Committee on Health Care Affordability, September 1st.

WEDNESDAY, SEPTEMBER 23RD · 38 SECONDS

She is in remission

LINKEDIN

She had stage four breast cancer, and she was going to stop treatment. Not because it wasn't working. Because she couldn't afford the deductible and the out-of-pocket max.

Her employer had added Direct Care Alliance. Her provider was already in the network. She paid nothing, and the employer paid less than it would have in network.

She's in remission.

X

She was going to stop treatment she couldn't afford. Her employer had added Direct Care Alliance. She paid nothing, the employer paid less, and she's in remission.

FRIDAY, OCTOBER 2ND · 32 SECONDS

Our customer is the patient

> ON SCREEN, YOUR WORDS
>
> "Our client is the employer. Our customer is the patient."

LINKEDIN

A committee member asked David Balat on September 1st if Direct Care Alliance makes the employee the customer.

"Our client is the employer. Our customer is the patient."

The employer signs the agreement and commits to the price. The patient gets the care.

X

"Our client is the employer. Our customer is the patient."

David Balat, asked by a committee member whether DCA makes the employee the customer. September 1st.

WEDNESDAY, OCTOBER 7TH · 16 SECONDS

All of them, not just the hospital

> ON SCREEN, YOUR WORDS
>
> "We understand the care the patient needs and identify the appropriate providers, all of them, not just the hospital."

LINKEDIN

"We understand the care the patient needs and identify the appropriate providers, all of them, not just the hospital."

A planned surgery isn't one bill. It's the facility, the surgeon, the anesthesia, the imaging, the pathology and the follow up. Direct Care Alliance prices all of it up front.

David Balat calls it a point solution that sits next to whatever benefit the employer already has.

Texas House Select Committee on Health Care Affordability, September 1st.

X

"We understand the care the patient needs and identify the appropriate providers, all of them, not just the hospital."

David Balat, Texas House Select Committee on Health Care Affordability, September 1st.

FRIDAY, OCTOBER 16TH · 23 SECONDS

Why a million dollars

> ON SCREEN, YOUR WORDS
>
> "Why did the health care have to cost a million dollars in the first place? And how can we make the experience better for the person going through the care that they need?"

LINKEDIN

"Why did the health care have to cost a million dollars in the first place? And how can we make the experience better for the person going through the care that they need?"

Direct Care Alliance works on both of those before the procedure instead of after. The price is agreed with the facility up front, the employer commits in advance, and a navigator stays with the patient the whole way.

David Balat, Board Chairman, Direct Care Alliance. Texas House Select Committee on Health Care Affordability, September 1st.

X

"Why did the health care have to cost a million dollars in the first place? And how can we make the experience better for the person going through the care that they need?"

David Balat, Texas House Select Committee on Health Care Affordability, September 1st.

MONDAY, OCTOBER 26TH · 12 SECONDS

A deep belief

> YOUR NOTE
>
> You said remove all of it, so nothing replaced it. The quote and your name, and that's the whole post.

LINKEDIN

"I have a deep belief that health care can be changed for the benefit of the patient."

David Balat, Founder and Board Chairman, Direct Care Alliance. Texas House Select Committee on Health Care Affordability, September 1st.

X

"I have a deep belief that health care can be changed for the benefit of the patient."

David Balat, Texas House Select Committee on Health Care Affordability, September 1st.

Three notes

Your five edits from September 21st are all applied, and the wording around them was rewritten plainer at the same time.

Dawn asked that we stop saying "one case" and say "one procedure," or "one patient" where it's a person, because case reads like litigation rather than care. You agreed on the call, and it's changed everywhere.

The four clips you asked us not to run are not in this set and don't appear anywhere: the pilot ask, the fourth option, who is at the table, and where this company started.

Source for every quote above: David Balat, testimony to the Texas House Select Committee on Health Care Affordability, September 1st, 2026, public record.
Prepared by HazelPiper Creative for Direct Care Alliance.