

# Manifesto



# Our truth

Healthy is designed from the ground up to shatter the challenges that hold back well-being. We remove financial barriers, align with our members' true purpose, join them on their journey, and do so in a way that leads to better lives for our physicians and team. We're not reinventing healthcare, we're elevating the human experience.

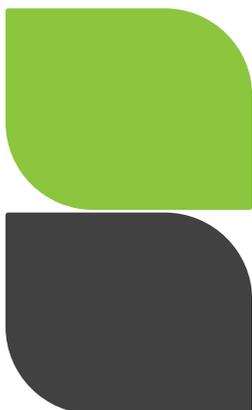
We are devoted to taking care of the whole person through lifestyle medicine and positive psychology, ensuring each person has the best opportunity to pursue their individual reasons for living. We are dedicated to providing excellent care to enhance the lives of our members, and help them live their best life, while ensuring that healthcare providers can do the same. We believe that compassionate giving and healing benefits all. We support our members as they pursue their purpose, health, balance, and happiness. We take care of our members in neighborhoods and cities where our members choose quality of life, health and well-being. Our communities of health are known as Healthy.

## **Our purpose**

Healthy exists to empower all people to ignite their most joyful and purposeful lives. Our founders experienced the challenges of the current healthcare system and societal norms firsthand when their loved ones faced uncoordinated care and insufficient support managing chronic conditions. Recognizing the need for a person-centered whole health approach, Healthy was created to focus on “well care” rather than traditional “sick care.”

Our mission is to empower our members and our network of providers to achieve optimal health and well-being; inspiring and transforming communities through compassionate, person centered care that integrates body, mind and spirit.

And, we've done it before. Our clinical leader, Dr. Wayne Dysinger, founded an entire board certification for lifestyle medicine. Our CEO, Ben Quirk, scaled a business from three clinics in Florida to the largest independent senior primary care provider in the country listed on the NASDAQ stock exchange. Healthy is our magnum opus to bring these concepts to life in our society.



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Healthy is lifestyle Medicine motivated by positive psychology powered by value based care.

## **Our reality**

The healthcare system across the U.S. is not working. Our healthcare system is expensive, difficult to navigate, and challenging to understand. The U.S. healthcare system spends more money but generates less favorable outcomes compared to other nations—missing the mark on costs, life expectancy, chronic disease, spending on procedures and patient satisfaction. We have poorer overall physical, spiritual, and mental health while paying top dollar.

Few physicians and health care providers are trained in the basic foundations of health including nutrition, physical activity, mental health and human compassion—with a greater focus on procedures and prescriptions. Innovation is blocked by inertia, billing rules, and insurance. **Healthcare is broken. We aren't trying to fix it. We are starting over.**

## **Healthcare is equally broken**

American society focuses on the wrong things—money, fame, and influence. Our diets are influenced by corporate advertising based on margins, not health impact. We prioritize busyness, made worse by the Information Age, devices, and social media. We don't prioritize our own happiness, health and well-being.

## **We started over**

Our model is simple. We find out what ignites a fire in each of us, drive towards that goal, and remove the barriers that get in the way.

- 1. We discover our members' passions.** What motivates them to get up each morning and tackle the day? If we don't know our patient's "why," we will never get to optimal health. We use clinically validated tools through the practice of positive psychology.
- 2. We treat the whole person.** We use surgical and medical interventions when needed, but first focus on preventing the disease from occurring or progressing. We prescribe diet, exercise, stress management, and connectedness. As a member of the Lifestyle Medicine movement, we embrace the practices and studies underlying the board certification.
- 3. We provide a sustainable economic model and remove barriers to care.** We bought a payer to be the anti-insurance and to remove blockers to our model. We take the money saved by preventing unnecessary hospitalizations and redeploy it into proactive preventive care. We don't need permission as we are the payer.
- 4. We compensate providers based on outcomes.** The greater the improvement in a patient's conditions against the average cost for caring for their diseases, the more a physician makes. It doesn't matter if the prevention is done by seeing 10 patients a day. We don't pay based on effort but on results.

Our goal is to elevate the human experience. To enjoy life and explore our passions by having a foundation rooted in health. This is for our members, of course, but also every member of our ecosystem. Now that you know "our why," let us explain how we do it. We hope we inspire you to join us.

# Our commitments

1. We **built** our foundation on healing, helping, happiness and humility.
2. We **prioritize** strong relationships, created with open and honest communication.
3. We **support** our members in discovering their personal “why” to proactively pursue purpose and positive health.
4. We **know** our members deeply and reflect on their needs and goals.
5. We **empower** our members in the practice of healthy living, using a lifestyle medicine first approach.
6. We **provide** unique and innovative clinical tools that assist both members and providers in their health journey.
7. We **value** clinical practice independence and autonomy, supporting reliable revenue streams for our partners.
8. We **foster** compassionate communities that support holistic living.

# Commitment #1

## **We built our foundation on healing, helping, happiness and humility.**

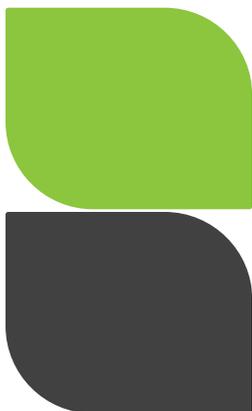
The core of who we are, as human beings and collectively as an organization, is our foundation of healing, helping, happiness and humility—our four core values.

### **Healing**

Healthy begins with the word heal. To us, healing is about restoration, about overcoming and transforming, about moving from a place that isn't working so well to a place that is full of satisfaction. Healing doesn't happen with a snap of our fingers or a good idea. Healing takes place through a journey. The healing journey follows a path that may wind back and forth, and most certainly has ups and downs. Healthy exists alongside patients in that healing journey—to connect, provide resources, and encourage each person and each community on their journey of health. We understand healing is difficult. We first find why our members want to heal so that we can provide them with the motivation and fuel to keep going.

Healthy continues with the word health. Health is that place that is classically defined as, “a state of complete physical, mental, social, emotional and spiritual well-being, not merely the absence of disease or infirmity.” Health is also an aspirational place. It is a place we all desire to be, and a place we all desire those we care about to be. There are things that can be done that can get us closer to that place of aspiration. Healthy wants to help each member understand what those elements of health are and how they can happen. Healthy exists to bring each person and each community closer to true health, while having the capacity to flourish in the face of life's bumps in the road.

Healthy is the adverb of health. Adverbs modify or qualify what they are attached to. Healthy is about modifying not just individuals and communities, but also the resources and systems available. If healing and health are to happen, systems must be made simple, and resources must be a choice; not a challenge. Healthy is committed to making the modifications needed to build healing and create health.



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Healthy exists to change and adapt.

## Helping

Healthy believes in bringing humanity back into healthcare. Our members are not a number on a chart, a statistic, or a diagnosis; they are our why. We believe that we are all a vital part of the collective that is humankind. We are equals; here to support and serve each other, treating each other as we would like to be treated in turn, and in this compassionate giving and healing, we all benefit. We are only as strong as our ability to love, and this care comes from understanding and honoring our uniqueness. Changing the way medicine is practiced is a collaborative effort and the mission of bringing humanity back into health care is the place to start. This change in medical practice includes a unique approach to add, increase and monitor protective health factors that lead to positive health—a dynamic, proactive approach that boosts capacity to heal and thrive no matter what.

As advocates for holistic health, we are here to help our members achieve optimal health goals. The multidisciplinary team at Healthy is here to help from every angle. Whatever ideas or innovations work for our members, we'll bring it to the table. Our goal is to serve the needs of our members. From individual resources to group opportunities, technology aids, and complex care navigation, we want to help members achieve their health and happiness goals and enjoy life to the fullest.

## Happiness

We want to know what makes our members happy, what drives their will to live a fulfilling life. We want to understand how and when they are at their best and flourish. We want to know their personal and character strengths. We strive to implement the emerging and expanding science of positive health and positive psychology as part of the unique and innovative care we provide. Most healthcare systems focus on treating disease. At Healthy, we offer a person-centered whole person approach that prevents and manages health issues, while also prioritizing a positive health approach that builds on the strengths of our members, while adding health protective and “anti-fragility” factors.

We help our members achieve their dreams  
so members can enjoy life to the fullest.

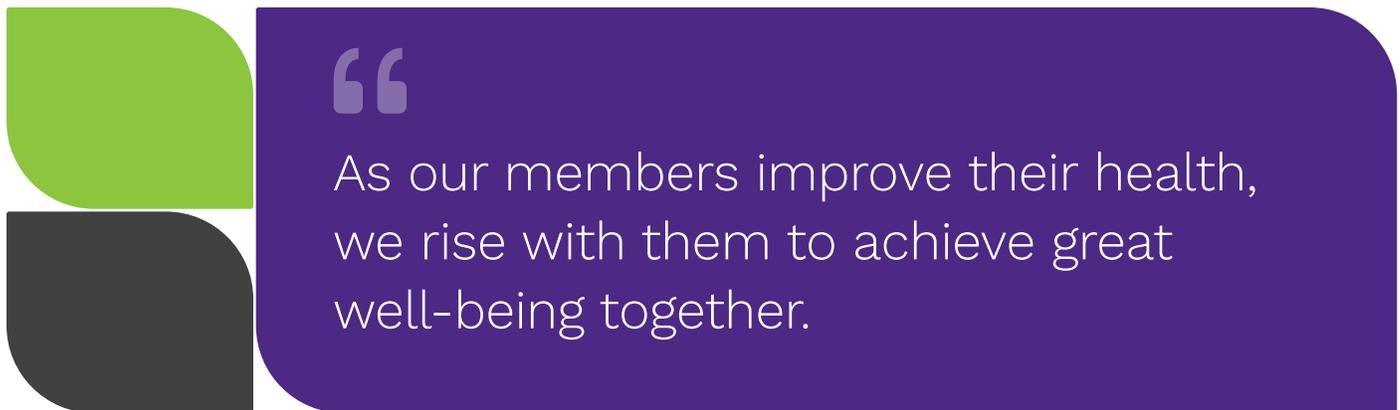
Our goal is to help our members add positive activities beyond traditional health habits, such as physical activity, to their healthy lifestyle plan that improve total well-being. These positive activities, such as savoring positive experiences and gratitude skills, will improve our member’s capacity to flourish no matter what. These skills help our members buffer against stress, bolster their emotional, mental and physical health, and build thriving capacity. This approach helps our members leverage their strengths and dynamically adapt, thrive and grow when faced with difficulties, which inevitably arise in our lives. Our positive health approach first asks, “How can we collaboratively build-up what is unique for each member? Are their strengths, life supports, and resources centered on their life purpose, so that they can continuously be their best selves?”

Life is hard. Undertaking fundamental lifestyle changes are harder. There are a lot of societal and personal headwinds in place. We know that for our members to be successful, we need to find out what truly motivates them. They may not even know, so we help them find it. Once we know that, we help our members build a treatment plan and be their coach as they execute it. When they slide backwards, we will be there to provide a gentle reminder to our members to get back in the game.

### **Humility**

As partners in health, we provide care through compassion and respect. We desire to grow in our relationships as our patients grow in their well-being. As our members improve their health, we rise with them to achieve great well-being together. The opportunity to help our members grow in mind, body, and spirit is a beautiful part of the Healthy journey together.

Through living a life of humility, we identify opportunities that need personal and professional growth. By letting go of practices or habits that deter our members from reaching their goals, personal growth flourishes. Our goal is to live our truths, execute our services well, and allow our results to shape our future. We wish to inspire both providers and our members to join us as we strive to make the world a better place by sharing our concepts and practices in our communities and clinics.



# Commitment #2

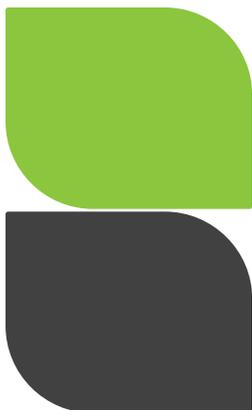
## **We prioritize relationships built through open and honest communication.**

At Healthy we are very focused on connections and relationships. This is key for us at many levels. We believe that it is through those connections and deep relationships that healing, helping, happiness and humility can truly happen. Relationships are where our values are applied, and in the application we feel true joy. At Healthy, we know that maintaining genuine relationships with our members usually leads to open and honest communication. This is paramount to helping us achieve our collective goal because the more we learn about each other, the better equipped we are to overcome challenges together. Our members' health and happiness is our top priority. Through our deep relations, we work towards this common goal.

## **Unreasonable compassion**

We go out of our way to get to those deep relationships and connections. One of our mantras is “unreasonable compassion.” What this simply signifies is that we will prioritize the caring connection even when it may not at times make sense from a logistical or scientific perspective. We recognize that when everything is said and done, nothing is more important than the human interactions that we’ve had. Family is always there, and we consider all of our members to be family. Therefore, our desire is to always be there for each of our members. We don’t claim to be perfect at this, but we do commit to that core value and ongoing stance.

At Healthy we also talk about “open heart, deep caring.” As we interact with our members, we envision our hearts being open to their heart. We are connecting not only at a mental level, but at a core heart (emotional) level. Health and healing are many things. We embrace the evidence-based science that gives us abundant data on the best ways to achieve a happier, holistic place called health. But we also fully believe that our members’ life vigor isn’t fully available unless there is a deep-hearted, truly caring connection between them and those they are leaning into as part of their health team.



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Our ultimate goal is to help our members feel more joyful and better about themselves by empowering them to achieve their fullest potential for good health.

## Relationships

As a member of the Healthy practice, the entire team cares about our members and works on both relationship building and communication. Our team consists of a health care provider and a group of advisors that helps our members in specialized areas. Our members choose a Primary Care Provider (PCP) for individualized care. Most member visits will be with their PCP who will send emails, share lab and imaging reports, and provide important pieces of health data that are collected.

Members are assigned a Medical Assistant Care Navigator (MACN). This person is identified in our members' chart, alongside their PCP. The MACN assists in ongoing communication with our members at all times, especially for those experiencing significant health challenges such as a hospitalization, the development of new symptoms, or changes in monitoring labs or other health data.

## Communication

At the foundation of our care, we show “unreasonable compassion” and deep caring through our communication with our members. We engage in communications in two ways: active, where you're reaching out and we're responding; and, proactive, where you're not necessarily reaching out to us, but we're still thinking about you and your healing journey.

### Active communication

Our members share what is happening in their life in multiple ways.

- **Member visits.** The traditional patient appointment where our members and provider connect for 30-minutes in person. During a medical appointment, our providers take time to better understand our members' needs and health issues.
- **Phone calls.** Our members can call their MACN at any time during normal business hours. If our members' MACN is not available immediately, they will return a call as soon as possible or another MACN will be available to assist.
- **Emails.** Members can use our electronic medical record to reach our team. Our team of professionals will respond as soon as possible.

### Proactive communication

- Our team reaches out to our members. Through phone calls, emails and communications through our internal systems, we are available to our members.
- We recognize that part of any good relationship requires reaching out periodically - letting our members know we care.

For us, if we don't have a deep, open-hearted relationship with our members, we're not where we want to be. With the familiarity and comfort of the small town doctor, the family friend, Healthy providers are available to our members, and personally invested in their health and well-being. We believe that “unreasonable compassion” is demonstrated in our ongoing communication at multiple levels, is foundational to healing and happiness, and if it's done in a helpful and humble way, it creates the template for the true health transformation we hope for in all of our members.

# Commitment #3

**We support our members in discovering their personal “why” to proactively pursue purpose and positive health.**

We seek to understand our members and their reasons for living a healthy life. During our visits, we explore and record what is important in their life of our members, where the spark for living comes from, our members’ interests, and what inspires them.

## **Purpose**

The concept of purpose is closely related to the idea of meaning, and it involves a sense of direction, motivation, and fulfillment in life for our members. Our healthcare providers play a crucial role in helping our members discover their purpose in life by incorporating something called positive psychology or positive health into their care. By taking a holistic and person-centered approach to healthcare, our providers help our members identify their values and interests, set meaningful goals, and take action towards achieving them. This approach can improve health outcomes and achieve positive health and promote a more positive and fulfilling approach to healthcare delivery for our network of providers. In addition to promoting individual well-being, discovering one’s purpose in life can also have broader societal benefits for our members. Individuals who have a sense of purpose are more likely to engage in prosocial behaviors and contribute to their communities, which can promote social cohesion and well-being.

## **Positive psychology**

Positive psychology interventions such as goal-setting, strengths and values clarification, and mindfulness can help our members identify their personal values, strengths, and interests, and explore how these factors can contribute to a sense of purpose in their life. These interventions are used to help our members set goals and take action towards achieving them, which can increase a sense of ownership and control over their lives.



When we prioritize our health, relationships, and personal growth, we establish a strong foundation that supports our journey towards success, fulfillment, and well-being.

It is important for our members to establish a strong foundation before embarking on any significant journey or endeavor. Just as a house cannot be built without a solid foundation, our members and providers cannot achieve success or well-being without first establishing a strong base of support. We believe that without the strong foundation of positive mental and emotional health, including a strong support system and prioritizing self-care, individuals struggle. This can be true in other aspects such as their careers and relationships, but it is especially important in holistic health.

Similarly, members may focus on their commitments, family or relationships before addressing their interpersonal challenges. This can lead to codependency, conflict, and other issues that can prevent our members from achieving their goals and living fulfilling lives.

This metaphor also extends to traditional medicine, where medications are too frequently used to treat symptoms rather than addressing root causes of health issues. Without addressing root causes of health issues, individuals may continue to struggle with chronic conditions, mental health issues, or other health challenges.

### **Social support**

A foundation for healthy living also extends to our influences and our emotional and social support systems. A strong factor in supporting healthy living is positive role models and examples to follow in life. Without positive models to emulate, individuals may find it difficult to develop the skills, values, and behaviors necessary for success and well-being.

Through our person-centered whole health approach, Healthy leverages lifestyle medicine and positive psychology to help our members with changing behaviors. In our Healthy practice, both positive psychology and motivational interviewing are used to facilitate behavior change. Our providers begin with a need to understand the “why” or deep purpose and meaning that each of our members attach to their lives and current situation. As this happens, positive psychology builds on the strengths and affirming experiences of the patient, while motivational interviewing honors the concept that patients effectively come to their own best path forward when gently steered by the Healthy provider.

Positive psychology recognizes that emotions and attitudes can have a significant impact on overall health and well-being. Healthy’s network of providers use an evidence based approach to emphasize the importance of positive emotions, such as happiness, joy, and gratitude, in promoting optimal health outcomes for our members. Through a collaborative process between providers and members, we introduce them to the principles of positive psychology which include:

- Strengths-based interventions that focus on identifying and promoting strengths and positive attributes
- Empowerment to include the promotion of autonomy and control
- Goal-directed development of achievable and meaningful goals
- Collaborative partnerships promoting shared decision-making and patient engagement
- Personalization to address our member’s background, life situation, interests, and personality

# Commitment #4

## **We learn to know our members deeply and reflect on their needs and goals.**

To be our members' coach on their journey, we must know them deeply. We appreciate their multi-faceted, quirky selves and we embrace that they are as flawed as we are. We are committed to knowing and reflecting on the unique experiences, characteristics, needs and goals of each of our members.

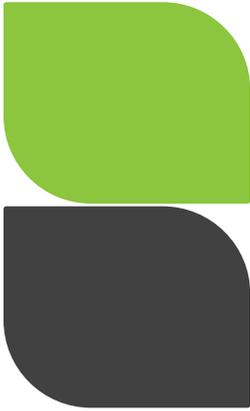
We believe that when we understand our members deeply, we are better positioned to effectively guide them towards whole health.

### **Our pillars**

We are interested in the big things and the little things about our members' daily lives. Not only do we want to know what brings them meaning and purpose, their “why,” we also want to know details around many other components of their journey. We ask questions around our four Lifestyle Medicine pillars—nourish, move, renew and connect.

- **Nourish:** We are interested in what our members eat, but also how, when, where and with whom they eat. We learn what liquids they consume; if they have any chemical or toxic exposures, either in food or other household items; even their bowel movements.
- **Move:** We want to know the type of physical activity and exercises that our members participate in and, even more importantly, what they enjoy. If they don't enjoy any, that's okay too. We will also gain insight on where, when, and with whom they exercise.
- **Renew:** We may ask questions about bedtime regimens, sleep patterns and symptoms of fatigue during the day. We encourage monitoring quality of sleep, be it a wearable or a feeling. We will also explore the resources our members use when they are stressed, while exploring practices such as meditation, prayer and mind quieting practices.
- **Connect:** We will want to know where our members live and with whom. We will also want to understand the type of relationships our members have with their family and household. Outside of the home, who do they look forward to seeing? What social situations warm their soul.

We want to know as much as we can, including current or previous work, hobbies and recreational activities, spiritual beliefs, home communities that help us fully understand our members. All of these areas help us understand our members. If we don't deeply understand our members, the chances of success in their health journey decrease. We are honored with every detail that our members share with us.



We make it our mission to understand our members' life story.

We recognize that each of our members are unique and complex. Each person has a unique set of genes that make them who they are. They also have exposures and experiences that either directly or indirectly affect their health. Out of these genes and experiences, patterns evolve that sometimes promote health, and other times inhibit a positive health journey. We explore these health factors in three ways.

- **Antecedents** are those significant foundational pieces, either genetic or environmental, that affect the inner fibers of how a member operates. Antecedents are scientifically described most effectively as adverse childhood events. Some of these are big and obvious, such as the childhood death of a parent. Others are much more subtle, such as how one was disciplined, or talked to by parents, siblings, teachers or friends. These can be incredibly important as we try to understand our members' current health challenges.
- **Triggers** are those day-to-day exposures that can drive an individual back into what is commonly called "hind" or "animal" brain survival approaches. Some triggers are obvious, like eating when stressed. Others are subtle and less clear, such as a sense of fear when asked to complete a task on time. But all of them can matter in our members' health journeys. The Healthy team uses neurodevelopmental literature and other resources to help us understand how to approach triggers in our members' lives.
- **Mediators** are tools and resources that uniquely assist each individual member in their journey towards health.

Our providers are constantly looking for better understanding of each member's unique antecedents, triggers and mediators. Healthy also uses a variety of technologies and tools to help us collect biological data that assists our members in understanding their current health, their healing progress, and additional opportunities for improvement.

# Commitment #5

## **We empower our members in the practice of healthy living, using a Lifestyle Medicine-first approach.**

As we get to know our members, we develop a plan to coach them on their health and healing journey. For Healthy, the foundation of all those ideas begin with Lifestyle Medicine, in which each of our providers is incentivized to become board certified.

Each best practice treatment plan begins with the same lifestyle recommendations: eat better, exercise regularly, get enough sleep, and manage stress. But in America's traditional medical practice, the physician skips over that and goes directly to the medication or surgical intervention. The reason is self evident—physicians are traditionally paid based on time, and lifestyle interventions require more time. At Healthy, since we are not concerned with the time our providers spend with our members, we start with lifestyle intervention.

Lifestyle Medicine is a scientifically proven approach to preventing and treating chronic diseases through lifestyle interventions. For health challenges such as hypertension or diabetes, Lifestyle Medicine is the initial guideline for treatment. Healthy recognizes that at each member's core, their nutrition choices, exercise regime, sleep approaches, stress management tools, connections to their community and spirituality may be more important than any medication or procedure.

### **The Lifestyle Medicine prescription**

The core is the Lifestyle Medicine prescription, a specific set of instructions our health care provider and member embrace on their health and healing journey. Our providers may prescribe blueberries (with its high antioxidant levels) for inflammation, or a customized meditation for insomnia. The Healthy team has hundreds of scientifically validated protocols that, when implemented, help our members improve their health naturally and inexpensively. Our providers look to lifestyle prescriptions first as an alternative or replacement of traditional medications and referrals, while evaluating a member's holistic needs. However, health comes first and we will always prescribe or maintain existing traditional medications and interventions when our providers' clinical judgment calls for it.

Lifestyle Medicine prescription is a personalized and customized approach built specifically for our members. Because we've spent the time getting to know our members' passions, likes and dislikes, we have informed insight as to which lifestyle improvements will work best for them. Ultimately, the decision is made jointly with each member—the prescription is only as effective as the member's drive to embrace it.

## Lifestyle Medicine pillars

The Lifestyle Medicine prescription falls into our four Lifestyle Medicine pillars.

- 1. Nourish** is based on the energy to fuel our bodies. That energy, generally brought in through food, should be positive and health promoting. We further discuss liquids, including alcoholic, and recreation drugs. Ultimately, it is true that we are what we eat, and we want who we are and what we eat to be what is the best possible for all. We want to help our members maximize helpful nourishment, and minimize toxic ingestions, but recognizing our collective infallibility. The goal is not the perfect diet and complete lack of toxins, but the best that each member feels is achievable given their unique situation and perspective.
- 2. Move** is focused on energy expenditure as well as members' bodies flow through their three dimensional surroundings. Our movement prescription include classic exercise such as cardiovascular and strength training to improve resilience and balance calories consumed. But also less typical prescriptions such as mobility, stretching and connectedness to our environment, including its place in nature. Most importantly, is the movement sustainable to our members' lifestyles and interests.
3. Prescriptions around **Renew** focus on sleep, rest, and stress management. Including sleep and rest are so critical for our bodies and our minds to recover and rejuvenate. Our hearts and our souls also need quiet time—space where we can take a step back and build resilience. Members may get a prescription to meditate, pray or to take time for themselves; away from technology and the overly propelling distractions of modern-day living. And to achieve maximum health, members may be prescribed any number of stress management or health behavior change tools.
- 4. Connect** prescriptions bring our members back to family, friends, community and hobbies—or to start anew. A start is the Healthy curated community, made up of on and off site community events which reinforce the pillars. Connect also includes vertical connection to one's god or higher self as defined by each individual.

At its core, Lifestyle Medicine is about changing habits and patterns that aren't moving our members along their health journey. Changing habits can be challenging in our current culture that drives, pushes, and exposes us to so much that is anti-health. Healthy has a comprehensive and wide-ranging set of resources to increase chances for success as our members move towards healthier life patterns.

# Commitment #6

**We expand opportunities for health care providers including unique and innovative clinical models of care.**

Healthy offers a variety of unique tools and resources to our members to maximize their ability to achieve success. Our wealth of member support is categorized into three sections:

- 1. Our advisors and group resources**
- 2. Our apps and technology resources**
- 3. Customized biological markers**
- 4. Our internal system resources**

## **Advisors and group resources**

Our Healthy care team is anchored by both a member selected provider (PCP) and individual MACN. This dedicated care team is supplemented by advisors, who assist based on each member's current need and lifestyle prescription:

- Registered dietitians help our members with food choices and nutritional literacy, always developed in a culturally competent and palate specific manner
- Certified fitness instructors help develop the customized member move programs
- Social workers help navigate behavioral and emotional challenges
- Occupational therapists assess and modify approaches, improving activities of daily living
- Health coaches trained to assist and guide the personal healing and happiness journey
- Benefit advisors help navigate insurance coverage as well community provided services

Our advisors are available to provide both individual/one-on-one interactions as well as group and community based opportunities for our members. Healthy believes that we find health best in community. Therefore, we offer regular group opportunities to interact with other members, advisors and providers. Examples of groups include:

- Meditation experiential groups
- Nutrition educational groups, including cooking classes
- Group exercise sessions
- Hikes and walks
- Holiday and milestone celebrations
- Disease and situational specific support groups

## **Apps and technology resources**

Although Healthy is primarily focused on going back to the basics of health by promoting things like strong relationships and natural whole foods, we also recognize the significant value of applying newer technologies and tools to help us communicate with our members, and to help them achieve their health goals.

Healthy uses a variety of communication tools, both computer and phone based, that allow members to directly interact with providers and the larger care team. These resources can also record data such as blood pressure and blood sugars using bluetooth technologies, allowing this data to be immediately accessible to the Healthy care team. Healthy can also reach out to the members, providing electronic prompts and reminders that support a member in carrying out their lifestyle prescription.

Healthy also utilizes state-of-the-art Lifestyle Medicine data. We use a proprietary Lifestyle Medicine vital signs survey that provides members and the Healthy team a picture of current health status. We also use more comprehensive validated health assessment tools for initial member intake and annual assessments that provide more in-depth analyses of current health status and risks. These provide both tabular and graphic feedback to both members and the Healthy team. This in turn helps us to work together in a personalized way along the healing journey towards happiness and health.

## **Customized biological markers**

Healthy assists our members in the collection of important information around biological measures. This includes common tests such as cholesterol panels, as well as specialized lab testing and imaging techniques. We offer body fat analysis, and support continuous glucose monitoring, heart rate variability assessment, sophisticated inflammatory panels, and other technologies that help us assist our members with their health goals.

## **Internal system resources**

Finally, between visits, we use our proprietary Health Connection Index to compile and curate data from across the healthcare continuum. Each member is assigned a connection score based on their vitals, labs, diseases, utilization of the healthcare system, recent hospitalizations, biometric data and physicians' subjective judgment. This score is adjusted continuously based on new data received. The care teams are then prompted to proactively reach out, with a higher score leading to a higher level of recommended interactions. The care team meets daily through huddles in an interdisciplinary manner to identify members whose risks are rising most significantly. Further, throughout the month, each medical director meets with the care teams within their region to assess challenges in obtaining the recommended touch-points based on the connection score; including continually adjusting the underlying methodology to reflect evolving understanding of the membership.

# Commitment #7

**We value clinical practice, independence and autonomy, supporting reliable revenue streams for our partners.**

Healthy is a payer. This may seem like a contradiction - payers are traditionally seen as faceless bureaucratic monsters there to restrict access to care. But, by being the payer, Healthy is able to break down traditional barriers to innovation and invest in new models of care such as positive psychology and Lifestyle Medicine. We can reduce barriers to care by removing bureaucracy, especially for similarly like-minded providers who have a demonstrated track record of utilizing resources to improve patient outcomes. We can only be the anti-payer by being one ourselves.

As a payer, we've also made the decision to partner with health plans that allow us to play to our strengths delivering health care. We rely on health plan partners to contract with Medicare, Medicaid, and employers. They have a scale and expertise that they bring to the table far and above what Healthy can do on our own. It's a win-win.

1. Our partnered health plans benefit from the improved outcomes, quality scores, and member satisfaction our unique model delivers
2. Healthy benefits from clarity of focus on delivering great care that uplifts our members physically, mentally and spiritually
3. Our members can access a wide variety of insurance options based on their individual needs and preferences

Studies indicate that the annual cost of wasteful health care spending in the U.S. is approximately one trillion dollars in recent years, or nearly one-quarter of total healthcare spending. This unnecessary spend is derived from multiple causes to include:

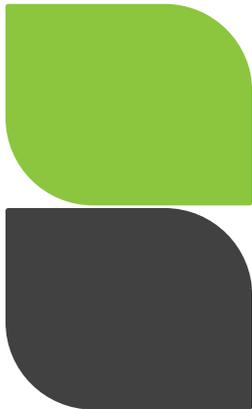
1. Avoidable progression of diseases
2. Administrative burden
3. A predominately fee for service payment system that rewards effort over outcomes

Healthy directly addresses these wasteful issues by:

1. Lifestyle Medicine-based clinical model that is focused on preventing, and even reversing, disease progression
2. As the payer, having the authority to reduce or remove administrative burden
3. Payment based on outcomes

A one day hospital admission can easily cost \$20,000. That same \$20,000 is a starting Primary Care Physician's salary for a month. By reducing avoidable spend, it frees-up money for additional preventive care and services. This creates a virtuous cycle—the money invested in more preventative services offered, the greater the savings, thus more money invested in even greater preventative services. Since Healthy pays providers based on outcomes, we don't track the number of patients seen a day. Many of our successful Primary Care Physicians see 10 patients a day, which is a quarter of the 40 patients seen a day by a Primary Care Physician seen in a traditional model.

We are also humble enough to realize that our model is not the only answer. Individual physicians are encouraged to use their own models that match their own passions and the community that they serve. As long as members are satisfied and the model is compliant, we will gladly pay based on the outcomes derived.



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The goal of the Healthy model is to be a beacon on a hill and inspire other Primary Care Physicians.

# Commitment #8

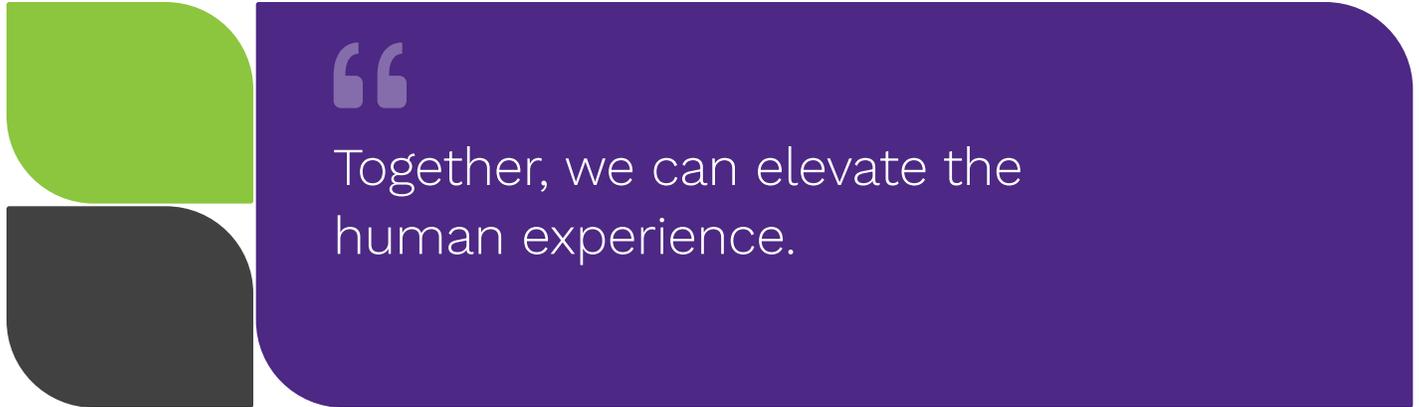
## **We foster compassionate communities that support holistic living.**

Between the extended length of our physician visits and the numerous touch points of our extended care team, Healthy members are receiving significantly more time with their medical professionals than traditional Primary Care Physicians. However, this still represents an infinitesimal fraction of a member's total year. Healthy moves beyond the four walls of the examination room and creates community throughout each practice and into our surrounding neighborhoods.

The community heart and soul of each practice comes from six places:

- 1. Inside each of our team members who greets each patient with a smile, laughs frequently, and genuinely enjoys being a part of the community.** We are humans too, struggling on this road to our own why's and the lifestyle changes needed to achieve them. We access the same resources available to our members to embark on our own journey. The genuineness of our own experiences further helps our members establish trust in us.
- 2. Inside each of our members who act as ambassadors to the greater community.** Through our support groups, which are open to members, families, and the general community, our members discuss and share their journeys. Around the dinner table, they share their experiences and their successes. And in their social networks, they begin using noticeably different language and establish new behavioral patterns that cause others to notice the journeys on which they have embarked.
- 3. Our community rooms host a plethora of events each month, both in person and virtually.** Each pillar is covered by one or more events to bring the concepts to life and create a natural support system of observing and interacting with others on the same journey.
- 4. Into the community itself, through the dedicated efforts of each of our community engagement teams.** The community engagement team's approach is custom tailored to the unique gathering places, culture, and desires of each neighborhood we serve. They create events or participate in events put on by others which embody one or more of our pillars. Every Healthy team member receives one paid day of service per year to participate in these events, actively involving themselves in the communities in which they work. While these are also unabashed marketing efforts to grow our business, they serve as a way to inspire others.
- 5. Through our physicians, who actively participate in networking events such as medical societies and conferences, to spread the message there is a better way to care for patients.**
- 6. Through our physician affiliate network, who have access to the same resources and tools as our centers.** Every member that is part of our contracts, whether they are seen in our own center or by an affiliated physician, is a Healthy member. We offer all the same extended services to members regardless of their listed primary care physician. Each affiliated physician is encouraged to adapt our practices to their individual styles and needs of their community.

With this in practice, each Healthy center becomes an inspiration to the surrounding community. Our goal is not only to inspire change within our members, but to begin to shift the thinking in surrounding society as well.



Healthy’s innovative person-centered whole health model prioritizes primary care, support services, and preventive medicine to prevent and manage chronic health conditions, while shifting costs away from expensive settings and specialists. By embracing Lifestyle Medicine principles, Healthy treats the whole person—addressing diet, exercise, sleep, and stress before resorting to medications and surgery.

It begins with our members’ “why” and continues through our pillars of health to reveal the opportunity to improve health—one person and community at a time. As Healthy grows our network of partners, we will raise collective consciousness of the joys and benefits of living a healthy, happy, harmonious life while improving the human life for our members and providers.

**Join us as we build a brighter future for all!**

# Resources

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