

# MyHealth Bundles

Better Value. Better Care.

## IMPACT REPORT

**See inside** to learn how MyHealth Bundles is performing on clinical, financial and patient experience fronts:

Overall condition-based ortho surgery rate: **9.8%** below market

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Patients saved **\$3.4 MILLION** in out-of-pocket savings from 2020-2022.

Employers saved **\$1.4 MILLION** for 2022 bundle episodes.

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Average Net Promoter Score for MyHealth Bundles is **86**.

# 2023

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## The Bundle Effect

Four years ago, we had a dream—to transform the way we deliver and pay for care—to truly put the value in value-based care. For many, this dream may have seemed far-fetched, even unattainable. After all, the health care industry has been talking about change for more than 20 years. Having a provider at the forefront of that effort may have seemed even more improbable, but we believed if we could dream it, we could do it.

Value is simply the means. The end goal—and the new care model we envisioned—started with a single premise: Deliver the best care experience. And experience is defined broadly by the employer, patient and provider stakeholders as the clinical, financial and service experience. We had an unwavering commitment to producing superior clinical outcomes, lowering cost for employers and, most important, delivering an exceptional patient experience. Leveraging Vanderbilt University Medical Center's vast knowledge as an academic medical center and our experience building a healthier workforce as one of Tennessee's largest employers, we combined our expertise with input from area employers and our patients to create the MyHealth Bundles program.

What started with the MyMaternityHealth bundle in January 2020 has grown and expanded to 10 bundles. To date, more than 5,000 lives have been transformed through the program; employers and their employees have saved millions of dollars; and we have proven that when we change the way health care is delivered and paid for, great things will happen.

We are excited to share our inaugural bundles impact report with you. Reading through it, we hope that you will as feel inspired as we are. The journey has not been easy, but the rewards are many, and we have only just begun.





# Better Can't Wait

The health care industry is investing more than ever in research, technology, wellness and prevention. This investment is vital, but it's not enough on its own. Waste persists, costs continue to climb, and quality lags behind spend.



This not only threatens the overall health and viability of our communities, but it also puts growing cost pressure on employers who offer health care benefits to their teams. If we change nothing, nothing will change. And this trend is simply unsustainable.

### What's the Answer?

Value-based care is a proven tool that brings down costs while also improving quality and outcomes. While that may sound counterintuitive, Vanderbilt University Medical Center (VUMC) is already offering value-based care. And it's working.

### MyHealth Bundles: Quality Care at Predictable Costs

Through MyHealth Bundles, employers pay one predictable price for an episode of care, such as maternity or spine surgery. Necessary care services, such as imaging, labs, physician visits,

hospital stays and even related ER visits, are included in the bundle. And employees typically pay no out-of-pocket costs.

VUMC assumes the risk. It's up to us to ensure that patients get everything they need—and nothing they don't—to achieve the best outcomes.

According to the National Business Group on Health (NBGH), nearly half of employers are now insisting on models that reward high performance and encourage accountability. Value-based care is the future. And the future is now.



*Dr. Stimson is at the forefront nationally of value-based care and direct employer-provider contracting.*

“The way people are experiencing health care today is something we shouldn't tolerate anymore. If we have a tool like value-based care, we shouldn't wait. This is a chance to do something better.”

— **C.J. Stimson**, MD, JD, Chief Medical Officer, Employee Health Plans, VUMC





# Why Value-based Care Is Needed Now

As they strive to compete in a challenging economy, employers and their teams face strong headwinds that demand immediate solutions.



### Rising Costs

According to "The Gathering Storm," a report by McKinsey & Company, overall health care costs could increase by \$370 billion by 2027. Employers could see a 9-10 % health care cost rise, more than twice the increase in 2022. These costs could consume up to 11% of overall industry earnings by 2025.

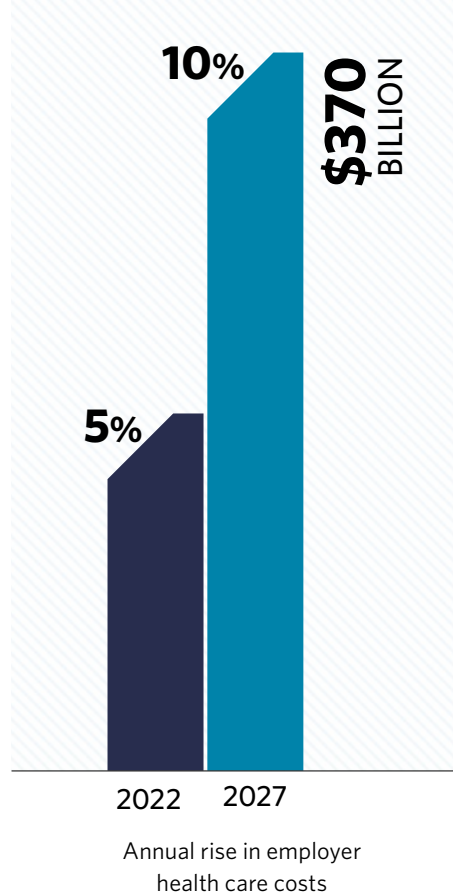
These trends would almost certainly result in higher costs for employees: More than 70% of employers say that premium increases above 4% would be unsustainable, and many would consider increasing employees' share of the burden. The impact would fall disproportionately on vulnerable populations, specifically families under 200% of the federal poverty line, who could see health care costs eat up nearly 75% of their discretionary income.

### Growing Talent Acquisition and Retention Challenges

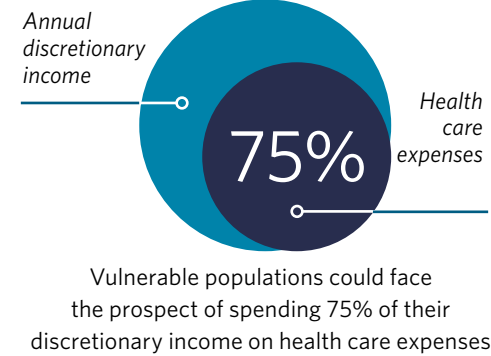
The brand of a business is as important to its current and prospective employees as it is to customers. Businesses who want to attract and retain top talent must offer an "employer value proposition" commensurate with their expectations of their team. And that includes attractive health care benefits.

According to a National Alliance of Healthcare Purchaser Coalitions survey, 73% of businesses say rising health care costs crowd out salary and wage increases, and 82% report that it impacts their ability to maintain a competitive workforce.

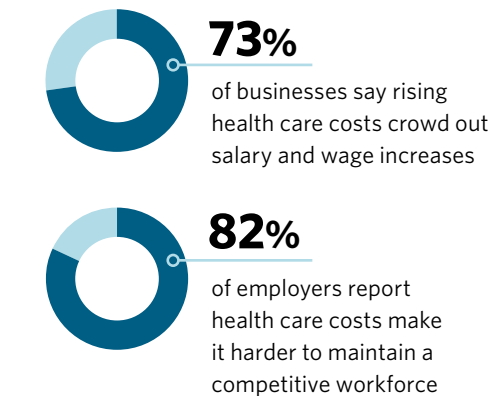
### Projected Employee Health Care Cost Increases



### Impacts to Vulnerable Populations

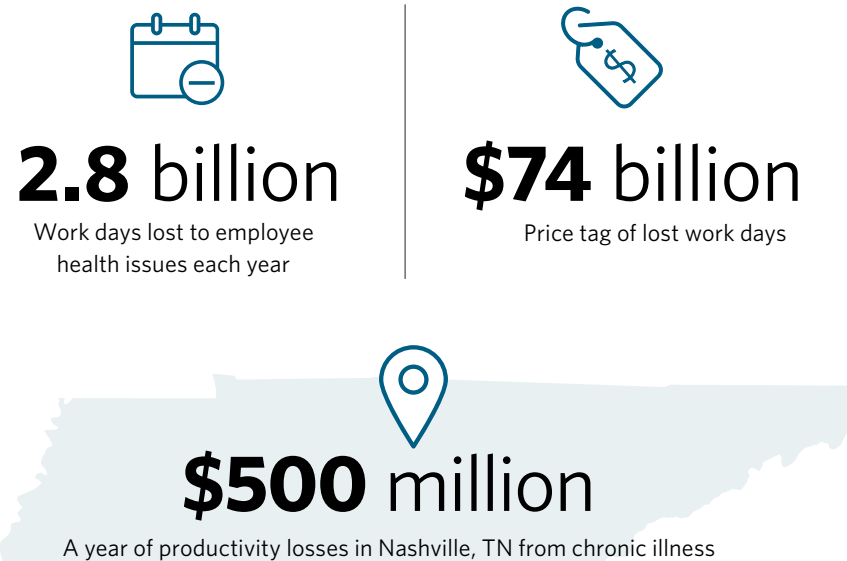


### Impacts to Recruitment and Retention



### Lost Employee Productivity

A healthier workforce leads to greater productivity. Yet according to WTW (Willis Tower Watson), American business loses 2.8 billion work days each year due to employee health issues, with a price tag of \$74 billion. In Nashville alone, productivity losses from diabetes, obesity and hypertension top \$500 million a year.



Data from McKinsey & Company, National Alliance of Healthcare Purchaser Coalitions, WTW



# Vanderbilt Health: A Well-positioned Partner

It would be difficult to find an organization better positioned to meet these challenges than Vanderbilt Health.

## We are uniquely experienced.

C.J. Stimson, MD, JD, VUMC's Chief Medical Officer for Employee Health Plans, is a leading national voice on value-based care. To create MyHealth Bundles, he partnered with Brittany Cunningham, DNP, MSN, RN, CSSBB, Vice President, Episodes of Care, who worked in the trenches to develop bundles for CMS. Because we've written the guidelines for value-based care, we understand the challenges of delivering high-value care with exceptional service. And that involves recognizing the unique challenges of each employer—our programs are not only based on best clinical practices, but also driven by specific recommendations from employers and their workforce.

## We are a provider AND an employer.

We're not only at the bedside caring for others, but we care for our own as well. As Tennessee's largest private employer, we feel the pain of higher health care costs, as well as the challenges of hiring and retaining employees and keeping them productive. We, too, want to see health care dollars spent wisely and achieve a good return, and we use our experience offering MyHealth Bundles to our own teams as an incubator for even more innovation. At the same time, we understand that employers are more committed than ever to ensuring equitable health care for their teams across all income and education levels.

## Our brand has been trusted for a century and a half.

Vanderbilt Health has earned a national reputation for quality care over its nearly 150 years. According to NRC Health data, preference for VUMC was 2.9 times higher than the competitor average in 2022. And as an academic and research institution, we are always learning. Part of our mission is not only to continuously look for ways to improve, but to share what we've learned with our peers. As part of our culture, we believe we are here to do good and use our talents for the benefit of all. We're investing our best minds and our own money in value-based care because it's the right thing to do.

## We know how to make health care easier to access.

Even if individuals have insurance, that doesn't mean they know how to navigate the health care system. Our highly trained patient navigators serve as advocates for patients to make the process simple, easy and transparent. They help eliminate barriers that prevent patients from healing and living their best lives. These navigators ensure that patients know Vanderbilt Health is with them every step of their care journey.

## We understand and respond to the needs of providers.

We honor providers' commitment to quality and recognize they joined the profession to heal and do what's right for patients. Realizing those goals can be hampered by a broken payment system, we start the bundles co-creation process by asking them a simple question: "What do you wish you could do tomorrow that you can't do today to maximize outcomes for your patients?" This approach not only helps us develop innovative ways to transform health care delivery, but it also reduces provider frustration and burnout so they feel more empowered. The result? A better patient care experience.





# The Birth of MyHealth Bundles

## A Quality-First Strategy

VUMC is the first health system in the region to offer episode-based bundled services directly to employers and patients. To bring the best outcomes, we begin by looking at the clinical care process. MyHealth Bundles are research-based and co-created with providers, then refined based on the voices of the patient and employer. As we monitor performance, we have a direct connection to the influencers of performance—those who are providing and receiving care. And our emphasis on quality puts providers, not payors, in the driver’s seat.

### Comprehensive, Inclusive Care

MyHealth Bundles cover imaging, labs, physician visits, hospital stays, related ER visits and more. Compare that to some payor-led Centers of Excellence programs, which may simply cover a few days for surgery. Our MyMaternityHealth Bundle includes 12 months of care; other MyHealth Bundles can include 6 to 12 months of coverage.

### Foundational Elements

In the bundle creation stage, cross-functional clinical and financial teams come together to determine all the care that will be needed for quality outcomes and how much risk VUMC will take on to ensure quality

outcomes. The next stage of our user-centered product design involves a process called journey mapping. In this stage, cross-functional teams discuss how to lead the patient step-by-step through the entire care experience, walking alongside them with services that include a dedicated patient navigator, digital touchpoints via email, and surveys to track progress, solicit input and gauge patient satisfaction.

We’re also champions for the patient’s support person, typically a loved one or friend. We not only share useful information with them to make the patient’s recovery easier and faster, but also provide strategies to help the support person cope with what can be a challenging time.



### Prospective Prices + Provider Risk

All of these services are delivered to the employer at one predictable price per episode of care. Relying on evidence-based practices, Vanderbilt defines the components of quality care, sets the price and assumes the risk. And employees typically pay low to no out-of-pocket costs.

### MyHealth Bundles

- MyMaternityHealth**: Icon of a pregnant woman.
- MyHearingHealth**: Icon of an ear with sound waves.
- MyOrthoHealth**: Icon of a knee joint. Description: Hip & Knee Surgery, Osteoarthritis of the Hip & Knee, and Shoulder Pain.
- MySpineHealth**: Icon of a spine.
- MyWeightLossHealth**: Icon of a scale. Description: Surgical and Medical Weight Loss.
- MyUrologyHealth**: Icon of kidneys. Description: Kidney Stone Treatment.
- MyRecoveryHealth**: Icon of two hands shaking. Description: Substance Use Disorder.

### MyHearingHealth– Cochlear Implant Bundle: Better Hearing in a Fraction of the Time

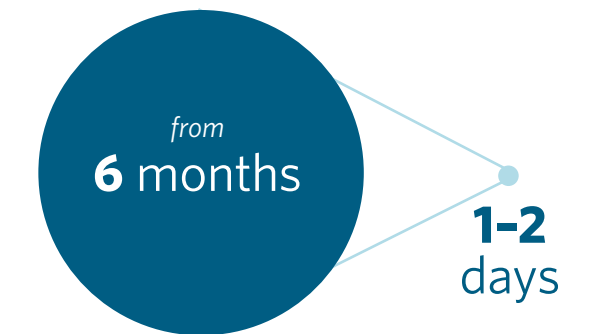
In designing MyHearingHealth’s cochlear implant bundle, Vanderbilt clinical teams looked at all the elements in the cycle of care—from prior authorization to diagnostics to surgery—to streamline the procedure. The result?

A process that was taking up to six months was trimmed to 1-2 days. And patients were able to get back to work after surgery much more quickly.

### Not All Bundles Are Created Equal

Most payor bundles simply combine professional and technical fees—typically covering only the consult and surgery—into one invoice. Compare that to MyHealth Bundles, which cover more services with less employer risk.

Payor Bundles	MyHealth Bundles
More risk for employer	<b>Less risk for employer</b>
Shorter episodes of care covered	<b>Longer episodes of care covered</b>
Fewer services included	<b>Many services included</b>
Start with payment	<b>Start with care delivery</b>
More restrictions on employee eligibility	<b>Fewer restrictions on employee eligibility</b>
Delayed feedback based on claims data	<b>Real-time financial and clinical feedback</b>



# A Track Record of Measurable Results

We measure MyHealth Bundles from three perspectives: clinical, financial and service performance. And the metrics tell us we are succeeding on all fronts.

Clinically, we've helped patients achieve sustained weight loss, lower their blood pressure and successfully manage their diabetes. We've seen lower rates of infection and complications, and lower dependence on narcotics.

Financially, we have lowered spends for C-sections and the NICU due to proper prenatal care. Spine surgery patients are returning to productive work sooner. And we've reduced overall health care spends for employers and their employees.

Our bundles patients are regularly surveyed to determine a "Net Promoter Score," a commonly used market research metric that gauges patient satisfaction and the likelihood that patients would recommend our service to a family member, friend or colleague. Our Net Promoter Scores are more than double those of other programs. And we are proud that nearly 11% of MyHealth Bundles enrollees have been repeat customers, from mothers who have had

multiple births through MyMaternityHealth to patients who benefited from more than one type of bundle.

Perhaps the best measurement of our success is program growth—more employers and their employees are choosing our bundles. Our market share for MyMaternityHealth and MyWeightLossHealth has increased dramatically since these bundles were established. In VUMC's own employee health plan, participation in our total joint and spine bundles has increased 51.9% and 50% respectively in just one year.

Participation has even exceeded our own expectations. For example, in 2022, the Medical Weight Loss Bundle experienced a 300% growth above previous volume.

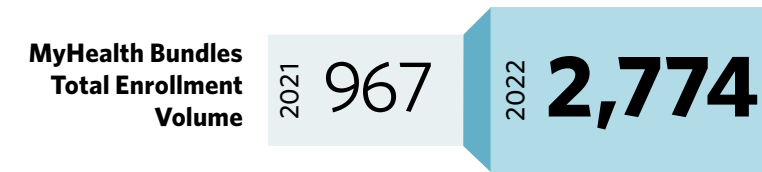
### The Bundle Halo Effect: Better Employee Engagement

Metro Nashville Public Schools reports that utilization of its employee benefits plan has grown from 3% to 11% since it began including MyHealth Bundles, indicating the increased value employees see in their benefits program.

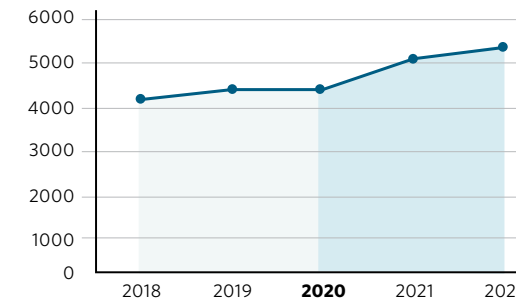
3% Pre Bundles



11%

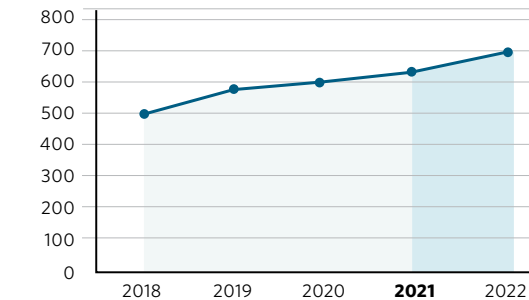


All Baby Deliveries at Vanderbilt University Adult Hospital (VUAH)



MyMaternityHealth Bundle debuts Jan. 2020

All Surgical Weight Loss Procedures at VUAH



MyWeightLossHealth Bundle debuts Jan. 2021

Surgical Weight Loss Procedures at Vanderbilt University Adult Hospital (VUAH) and Vanderbilt Wilson County Hospital (VWCH)	VUMC Employee Health Plan		Metro Nashville Public Schools	
	Organization	Year	Pre-Bundles	2022
	VUAH	Pre-Bundles	84	
		2022		123
	VWCH	2022		34
		Pre-Bundles	5	
	Metro Nashville Public Schools	2021		27
		2022		52

# One Program, Countless Patient Benefits

Our high Net Promoter Scores make it clear: MyHealth Bundles patients have a positive experience in the program. Patients typically emphasize three main benefits:



### A Better Experience

Some people avoid health care procedures because the administrative hoops they must jump through can be so intimidating. Those who pursue care often find it time-consuming and frustrating. With our bundles care, the point person is the patient navigator, who serves as a guide and source of support and encouragement. In fact, 90% of patients say that the MyHealth Bundles program was important in choosing Vanderbilt for their care.



### Low to No Out-of-Pocket Costs

Even generous employee health care plans require patients to pay significant premiums and deductibles. But we created MyHealth Bundles to be so efficient and effective, there are low to no out-of-pocket costs for employees. That not only relieves a financial burden, but it also encourages patients to pursue necessary and appropriate care that they may not have considered in the past because of the cost.



### Improved Quality of Life

MySpineHealth can reduce pain and improve mobility. MyRecoveryHealth can free patients from the chains of substance use disorder. MyHearingHealth's cochlear implant surgery can open up patients to richer, fuller life experiences. Patients have told us that MyHealth Bundles have changed their lives, and that the ease and affordability of our care allowed them to achieve the quality of life they deserve.

“We give patients the support they need to say, ‘I can do this. I have help. I’m not going to fail.’”

— Bri Yip, Patient Navigator Manager, Episodes of Care, VUMC



Brittany is the founder and resident expert on value-based care programs Tennessee employers are using today to provide better care at lower costs.

“WE WANT EVERY PATIENT TO FEEL LIKE THEY ARE GETTING A SEAMLESS EXPERIENCE **WITH SOMEONE WALKING ALONGSIDE THEM, INSTEAD OF HAVING TO NAVIGATE BY THEMSELVES.**”

— Brittany Cunningham, DNP, MSN, RN, CSSBB, Vice President, Episodes of Care, VUMC





## Employer Impact Overview

### A Solution That Works for Everyone

When you develop a resource that's just as popular with employees as it is with employers, you're on to something. MyHealth Bundles improve employee health, which also boosts their productivity. It lowers overall health care costs for employers and out-of-pocket costs for employees. And it creates good will that boosts team morale, improves retention and attracts more top talent to the organization.

It's easy to sign up for, too. The MyHealth Bundles program is not restrictive. It serves a variety of health plans and does not require VUMC to be the exclusive provider of services. Employers can pick only the bundles that work best for their employee populations. Bundles can be easily added to a health plan at any time during the year, simply with an addendum to the current benefits plan. And the Employer Success Program walks alongside employers to help with implementation and drive employee participation.

Most important, MyHealth Bundles has a track record of success, with real, measurable results.

“

*You're going to come out break-even or better. At the same time, you're going to remove an expense off the back of your employees, you're going to improve your maternity outcomes, and you should reduce your overall neonate spend ... There's a lot to gain, including happier employees."*

— **David Hines**, Executive Director, Benefits, Metro Nashville Public Schools, on the MyMaternityHealth Bundle





# Clinical

## Better Outcomes, Lower Spend

What do healthier employees mean to a business or organization?

Evidence suggests that our overall sense of satisfaction and happiness is linked to our physical health, and one study found that happy employees are up to 20% more productive than those who are unhappy.

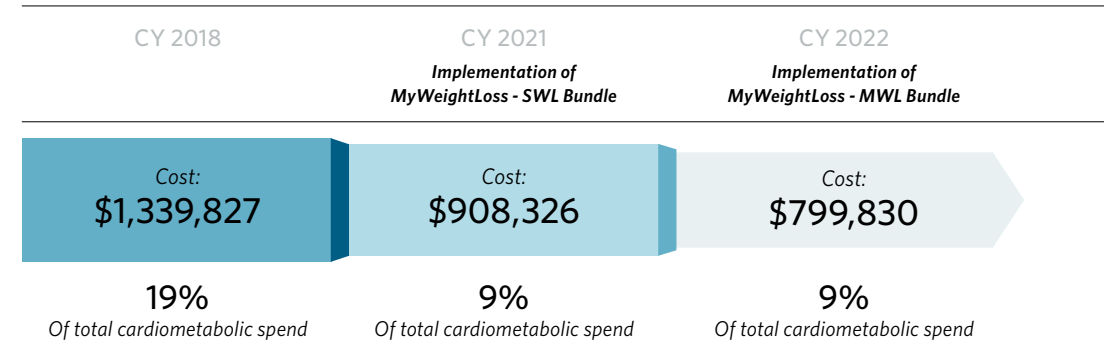
So, health care benefits that lead to fewer C-sections, greater mobility, freedom from drug and alcohol dependence and more—all with typically no cost to employees—can have a huge impact on employee happiness and organizational success. And if those benefits are flexible, easy to implement and help lower health care costs for the organization? All the better.

### VUMC-MNPS Partnership Is Moving the Needle

Metro Nashville Public Schools (MNPS) is tackling one of the most significant health issues impacting their employee population: obesity. Half of MNPS's adult high-cost claimants are obese, which is often the cause of several comorbidities such as diabetes, hypertension and sleep apnea. Another important motivator for MNPS to address obesity is that it disproportionately affects minority groups, which make up 33% of its employee population. Realizing that traditional models of obesity care were not having a meaningful impact on the health of their teachers, MNPS turned to the MyWeightLossHealth Bundle Program for an innovative solution—and it has paid off in significant savings and improved health outcomes.

### Significant Savings

#### MNPS Diabetes Spend Decreases With Addition of MyWeightLossHealth Benefit



**Note:** There is an increase in total cost in obesity, but the amount is offset by the savings from the comorbidities spend; data as of Dec. 2022.

### MyHealth Bundles

## By the Numbers

Here are just a few examples of how MyHealth Bundles have improved outcomes and the overall health of organizations.



### Surgical Weight Loss

**Metro Nashville Public Schools**  
**Total pounds lost: 4,889**  
 Average percentage of weight loss at 6 months: **22.4%**

**VUMC Employee Health Plan**  
**Lost in 2022: 7,010 lbs.**  
 Average percentage of weight loss at 6 months: **24%**

**OVERALL RESULTS**  
**Total pounds lost: 11,899**  
 Average percentage of weight loss at 6 months: **23.2%**  
 Average percentage of weight loss at 12 months: **29.3%**

### Medical Weight Loss

**Metro Nashville Public Schools**  
**Total pounds lost: 2,545**  
 Average percentage of weight loss at 6 months: **7.1%**

**VUMC Employee Health Plan**  
**Total pounds lost: 9,090**  
 Average percentage of weight loss at 6 months: **9.5%**

**OVERALL RESULTS**  
**Total pounds lost: 11,637**  
 Average percentage of weight loss at 6 months: **8.7%**



**Metro Nashville Public Schools**  
**240+ babies born**  
**C-sections:**  
**5% lower compared to market**

**NICU spend:**  
**16% lower compared to market**

**Note:** Data as of Dec. 2022



# Financial

## A Boost for the Bottom Line

MyHealth Bundles not only improves employee health, but the health of the employer's bottom line as well. Because we give employers one predictable cost per care episode, there's less worry about the cost to their health plans.

Bundles can also improve the productivity of employees. Shorter hospital stays and recovery time mean team members are back to work sooner. Plus, we lower the strain involved in a health care procedure that may distract employees from doing their jobs well. Patient navigators guide them through the process, meds are ready at the pharmacy, providers are available when needed, and the stress of the unknown is reduced.

### High Quality = Lower Costs

Higher quality care can actually lower an employer's health care spend. The comprehensive treatment we provide through the MyMaternityHealth bundle, for example, results in fewer C-sections and fewer babies treated in the neonatal intensive care unit, resulting in an average employer cost savings of 10%. And all our bundles are designed to treat issues before they become serious, reducing costly hospital admissions and readmissions.



### One Year of Savings With MyMaternityHealth

#### Employer Savings

**\$1.2m**

Total savings for two employers

**\$2.0k**

Per bundle (person) savings



#### Employee Savings

**\$1.2m**

Total employee savings across two employers

**\$2.2k**

Per bundle (person) savings



### Employer Success Story

## Metro Nashville Public Schools (MNPS)

42nd largest school district in nation

**159**

Number of Schools

6,500 Teachers

3,800 Support Staff

18,000 Covered Lives

**Health Plan:** Self-Funded, \$100M Annual Spend

### MNPS and MyMaternityHealth

In its first year, Vanderbilt's MyHealth Bundles saved MNPS more than \$250,000 in medical costs. Health plan members who used the MyMaternityHealth Bundle saved an additional \$150,000 in out-of-pocket costs. Since the partnership began in January 2020, the savings have continued to grow—for MNPS and its employees:

#### Employer Total Savings Overall



**\$364,000**

#### Employer Savings Per Person



**\$3,500**

#### Total Employee Out-of-Pocket Savings



**\$260,000**

#### Out-of-Pocket Savings Per Employee



**\$1,700**



# Experience

## Keeping Teams Happy, Healthy and On the Job

In a fiercely competitive labor market, especially in Middle Tennessee, employers are challenged more than ever to attract and retain talent. The quality of their benefits program can be a determining factor.

Benefits say a great deal about the company's culture and what it values. Offering a supplemental benefit such as MyHealth Bundles, typically at no cost to employees, tells teams that the company cares about them and their families. It's an added benefit that boosts employee satisfaction, giving top talent a unique and powerful reason to join your organization or stay with you.



### Higher Employee Satisfaction

Preliminary data show that employees who have received care through a MyHealth Bundle tend to remain employed longer than those who don't. They value the program because there are typically no out-of-pocket costs and they are extremely satisfied with the care they receive. Net Promoter Scores for MyHealth Bundles are more than twice the average for the B2C health care industry, and a growing number of MyHealth Bundles patients are recommending the program to others.

These high levels of satisfaction are due in large part to the support of patient navigators, who guide patients through the care experience and serve as champions for those going through what could be an overwhelming experience. Though payor and Centers of Excellence bundle programs may include nurse navigation, they don't provide nearly the same level or proximity of support.

**"MY EMPLOYER MADE THE DECISION TO INVEST IN THIS PACKAGE, AND HONESTLY, IT CHANGED MY LIFE... I'M A DIFFERENT PERSON. I CAN'T SAY ENOUGH POSITIVE THINGS ABOUT MY EXPERIENCE."**

— **Sarah Carpenter**, MyWeightLossHealth Bundle patient



**"We can market this plan simply by telling our members you can have a baby at no charge."**

— **David Hines**, Executive Director, Benefits, Metro Nashville Public Schools on the MyMaternityHealth Bundle

**"I DID NOT HAVE TO WORRY ABOUT BILLS, EVERYTHING WAS TAKEN CARE OF ...VANDERBILT HAS TRULY SUPPORTED ME EVERY STEP OF THE WAY. I DEFINITELY THINK MORE HIGHLY OF METRO NASHVILLE PUBLIC SCHOOLS FOR PROVIDING THIS BUNDLE FOR EMPLOYEES."**

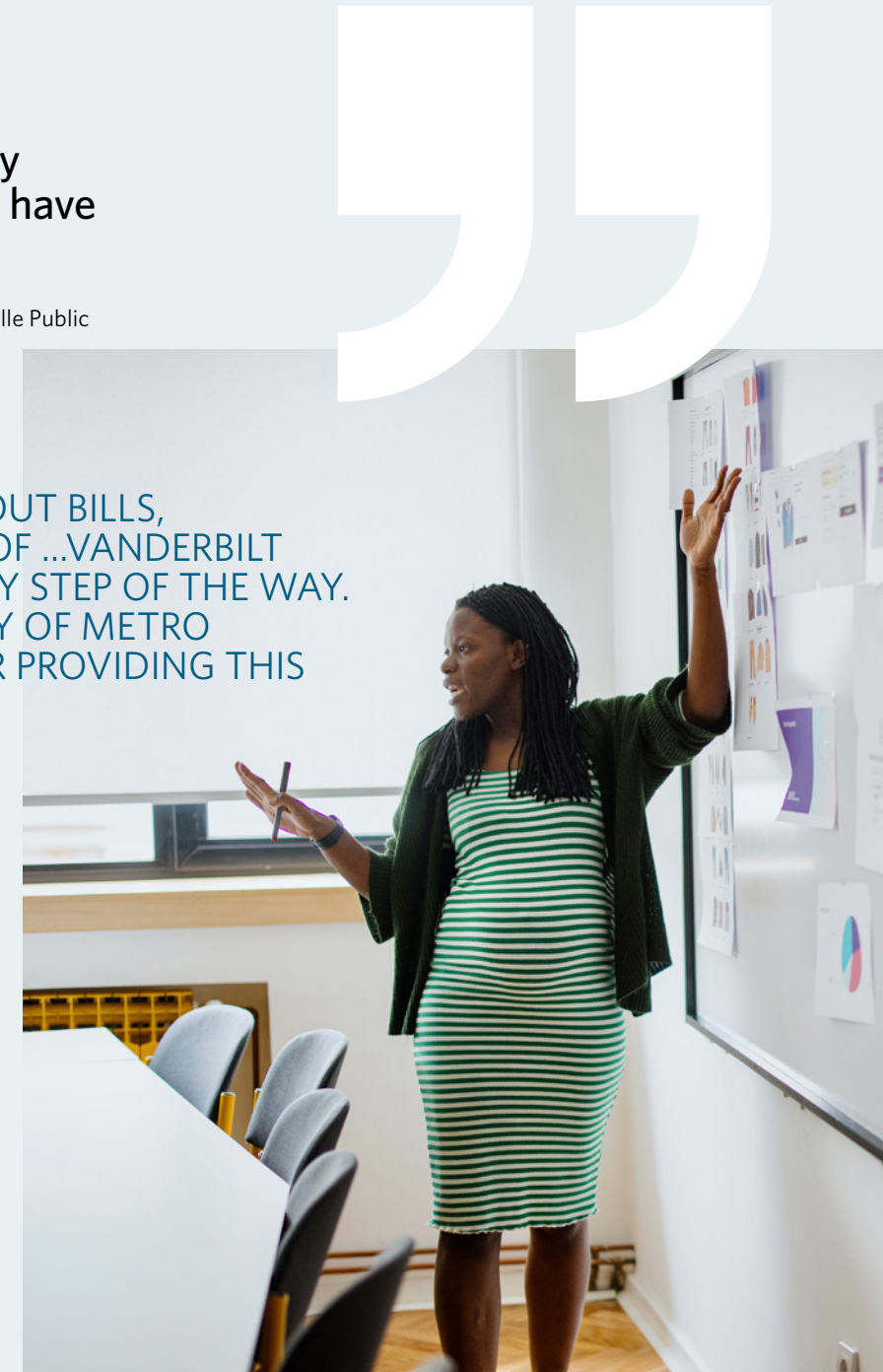
— **Lisa Shadrick**, MyMaternityHealth Bundle patient

### Supporting Implementation, Driving Participation

Our Employer Success Program offers strategic account management and tactical support to promote and activate new benefits, including communication consults, digital campaigns and assets, enrollment and marketing materials, and data analysis. All this helps ensure that each bundle is tracking to achieve the specific goals defined by the employer.

**"We want to make employers heroes to their employees. By offering MyHealth Bundles, employers are telling their teams, 'I care about you.'"**

— **C.J. Stimson**, MD, JD, Chief Medical Officer, Employee Health Plans, VUMC





# Patient Impact Overview

## Care That's Life-changing

One of our patient navigators recalls a phone call she had with a couple covered by the MyMaternityHealth Bundle. When our navigator told them there would be no out-of-pocket expenses with the bundle, the prospective mother and father both started to cry. "They didn't have rent money and were wondering if they could even afford to have the baby," the navigator recalls. "They kept asking, 'What's the catch? What do we pay for?' They were beside themselves with the blessing of their employer assisting with their medical costs."

This is just one example of the impact MyHealth Bundles can have on patients. Overall, based on the typical patient out-of-pocket spend for bundled services under their current benefits, patients saved \$3.4 million in 2022. Because of these lower costs, patients have access to care that can literally change their lives. And with the support of our patient navigators, they can focus solely on getting better and improving their quality of life.

Offering life-changing benefits like MyMaternityHealth can make an employer a hero to their teams, which can improve satisfaction and productivity while reducing employee turnover.



# \$3.4 million

The amount MyHealth Bundles patients saved in 2022.





# Clinical

## Removing Barriers to Care

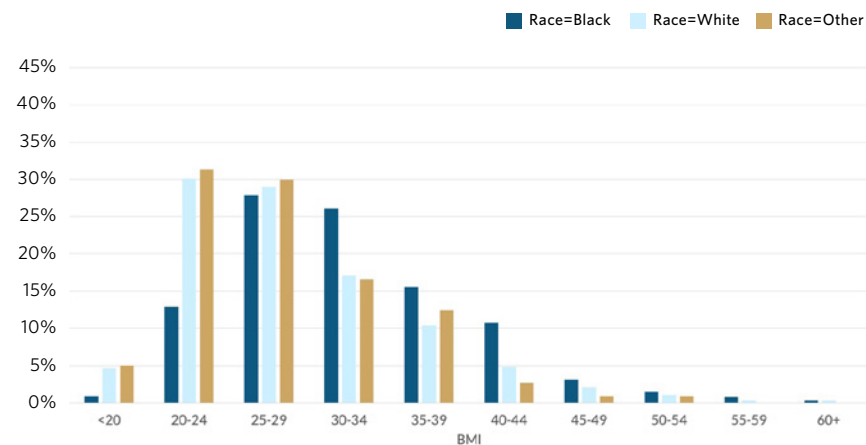
There are already numerous hurdles to quality health care, especially within systems that are allergic to change.

Social determinants of health—such as race, social policies and where someone is born, lives and works—influence health outcomes. Because Nashville is a growth market, we’re seeing greater health disparities among our different populations and more health inequity. And southern states like Tennessee have higher rates of poverty, morbidity and mortality.

At VUMC, we believe in elevating the health of our community through partnerships. Our commitment to value-based care means we work to apply the right resources to those who need them the most. Because MyHealth Bundles lessens the financial burden on patients and guides them through the care process, we remove systemic barriers and improve quality of life.

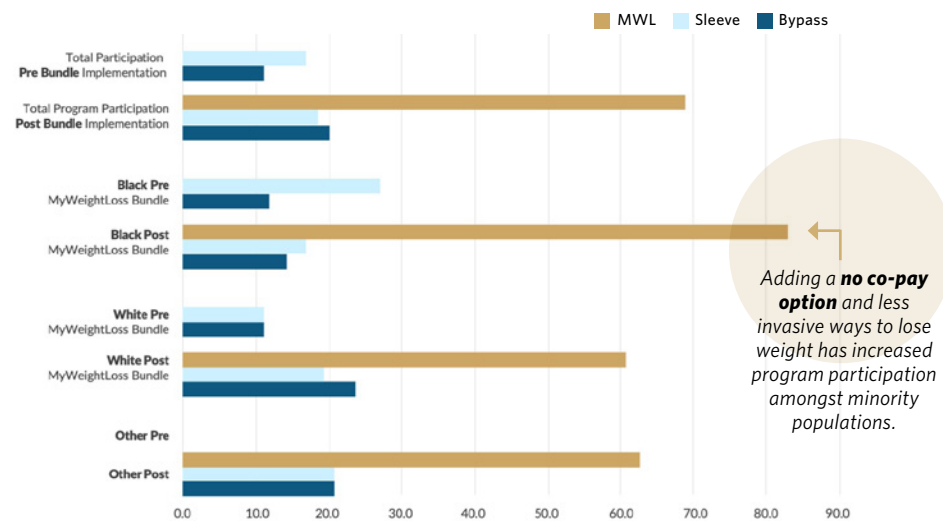
**Racial Differences in Severity of Obesity in MNPS Employees**

Data from Metro Nashville Public Schools (2020-21)



**Growth of Surgical and Medical Weight Loss Bundles**

Episode prevalence rates per 1,000 obese employees; data from Metro Nashville Public Schools



## Impacting a Vulnerable Population

According to most recent CDC statistics, Non-Hispanic Black adults have the highest age-adjusted prevalence of obesity at 49.9%. Since MNPS introduced MyWeightLossHealth Bundles as a benefit, it has seen a 50% increase in Black patients enrolled in the program, typically paying no out-of-pocket costs.



## Patient Navigators—Concierge Support for Better Outcomes

Even patients with insurance can find the health care system intimidating. They may not know where to start on the care journey, how to schedule appointments, or where to get labs drawn or prescriptions filled. All this can make them feel confused, ignorant, embarrassed and helpless. Sometimes, the path of least resistance is simply going to the ER, where care can be impersonal, inefficient and costly.

MyHealth Bundles patient navigators are like having a friend in the health care system, helping to manage the intake process, book appointments, navigate the health system, find answers to questions, and more.

Our navigators are motivated to help others and improve lives. They’re empowered to think outside the box to find the best alternatives for each patient. They’re detail-oriented to ensure patients receive everything they need and nothing they don’t. And their impact is clear—92% of patients are satisfied with their patient navigator.



92% of patients are satisfied with their patient navigator.

### Personalized Messages and Useful Tips

As part of ongoing communications from their patient navigators, patients receive personalized messages at every important stage of the process that explain details about the program and what the treatment journey will look like. Several of our bundles also include a support person journey, with useful tips to assist a friend or family member in helping their loved ones through the healing process. All this helps to ease anxiety and stress, resulting in higher patient satisfaction and faster recovery.



# Financial

## MyWeightLossHealth Propelling Patients to a Healthy, Vibrant Life

We created MyWeightLossHealth Bundles because losing excess body weight can help patients be healthier and more active, lessen the impact of arthritis, and even cure diabetes, hypertension and high cholesterol. Plus, weight loss has a direct correlation to health care cost savings. On average, losing just one BMI point can save a patient about \$800 annually. For patients with diabetes, that number grows to \$1,000.

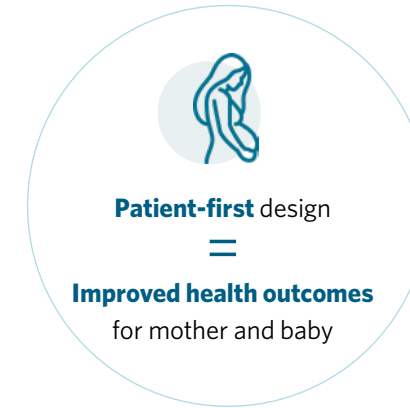
Through surgical weight loss in the MyWeightLossHealth Bundle, patients have lost a total of 11,899 pounds as of December 2022. Average weight loss is 29.3% after a year. Our medical weight loss program (without surgery) also achieved strong results—participants lost a total of 11,637 pounds.



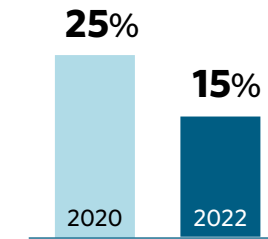
## MyMaternityHealth Healthier Babies, Lower Costs

Proper prenatal care has been proven to reduce the number of infants born preterm and who require the high-tech—and high-cost—interventions of the NICU. Maternity patients enrolled in MyMaternityHealth receive a high-touch care experience throughout their pregnancy. As a result, those from Metro Nashville Public Schools saw the rate of newborn infants requiring more costly special care, such as in the NICU, decrease from 25% to 15%.

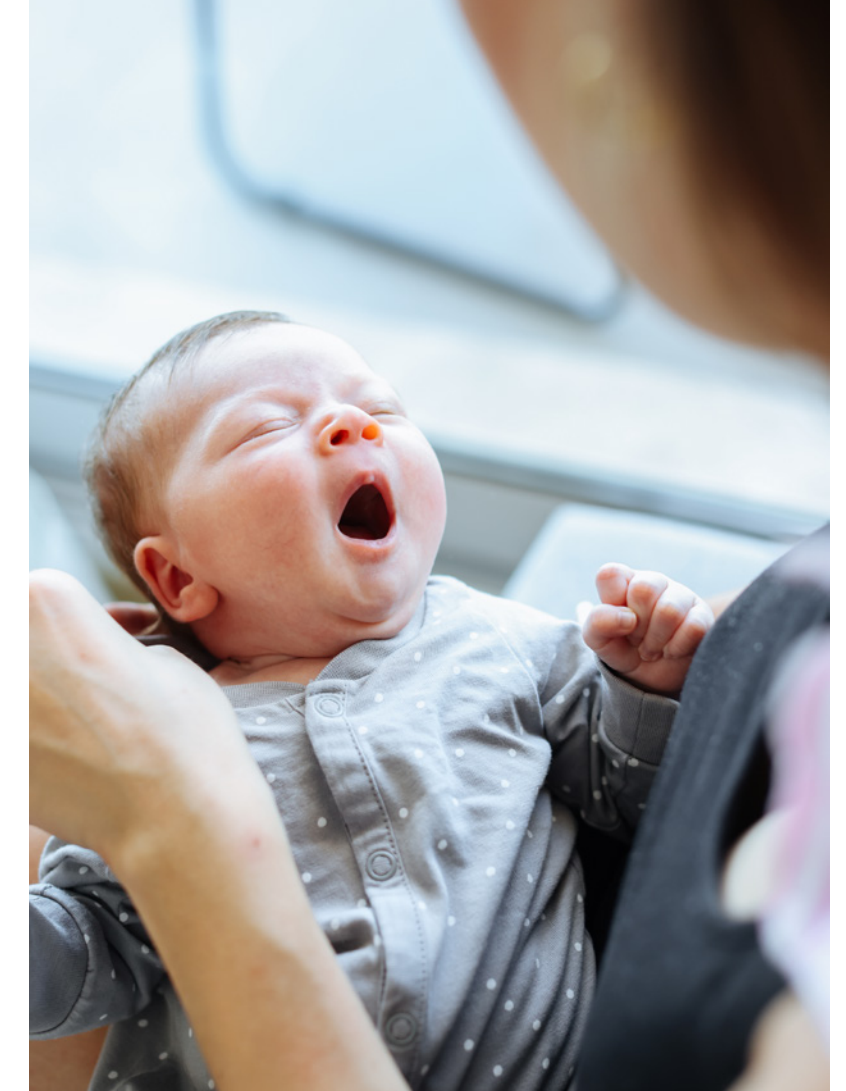
Improvements have also been seen in the rate of C-sections experienced by MyMaternityHealth. And our overall C-section rate has consistently been lower than those of other commercial delivery providers since MyMaternityHealth was introduced.



**Metro Nashville Public Schools (MNPS)**  
Infants Requiring Special Care



● 2020 (pre-MyMaternityHealth)  
● 2022 (with MyMaternityHealth)





# Experience

## What MyHealth Bundles Patients Are Saying

“ My patient navigator walked me through what everything was going to be like. I almost equate it to a security blanket. It was customer service at its finest. If I didn't have the patient navigator, I probably wouldn't have pursued this. ... **One of my questions was, 'How much is this going to cost?' And when my navigator said, 'Zero,' if I wasn't already sitting down I probably would have fallen over.**”

—Sarah Carpenter, MyWeightLossHealth Bundle patient

“I was a little nervous about being an outpatient, but my care navigator and all the people at Vanderbilt made sure I was taken care of, and everything went smoothly.”

—Natasha Massey, MyOrthoHealth Bundle patient

“We were able to speak to a patient navigator, and that point-of-contact person was lovely. I couldn't speak highly enough about her. Everything was taken care of ... It makes everything so much easier.”

—Lisa Shadrick, MyMaternityHealth Bundle patient

“This was probably one of the best experiences I had from start to finish ... I did feel like I established a personal relationship with my navigator. She made me feel very comfortable, that if I needed anything, she was always available.”

—Dawn Woodall, MyOrthoHealth Bundle hip replacement patient

“ My experience with the OBs at Vanderbilt has been wonderful. They've been very accommodating with my scheduling as well as answering my questions and making sure I felt well-informed throughout my pregnancy ... As a first-time parent, it would have been more confusing how to go about scheduling things, and I may not have been aware of the different resources that are available to me.

—Blaine Robinson, MyMaternityHealth Bundle patient

“I have recommended this to everybody I've talked to ... It didn't cost me anything, which was amazing. They actually had this bundle that completely covered my entire total hip replacement.”

—Dawn Woodall, MyOrthoHealth Bundle hip replacement patient

The thing that got my attention on the bundles was that it included all of the care. It was a no-cost procedure ... The MySpineHealth Bundle gave me back my life. I would recommend it 1,000% to anybody having back issues. There's no sense living in pain if you don't have to.”

—April Cotten, MySpineHealth Bundle patient

### Exceptional Levels of Patient Satisfaction

From a service perspective, one of the most compelling measures of our success comes from our patients through their Net Promoter Scores, which measure customer experience and the likelihood they will refer others to our program. Scores for MyHealth Bundles average 86 (the maximum is 100), more than doubling average scores for the business-to-consumer health care industry, which is 38. That tells us we're redefining the patient experience.





# Provider Impact Overview

## Aligning Providers With Patients and Employers

Providers are also looking for a better care experience for themselves—one that recognizes their expertise and understands the challenges of taking care of people. Providers want alignment between what's good for patients and what's rewarding financially. They want a health care system that behaves rationally. This is the power of MyHealth Bundles.



Providers want their patients to have great experience. But they don't always know how to make it happen. The MyHealth Bundles program delivers the skills, tools and insights to turn ideal state into current state.

### Listening to the Experts—and Breaking Down Barriers

Our provider partners are looking for new approaches to improve their performance and patient outcomes, and they appreciate the benefits of collaboration. We engage these clinicians in the user-centered bundle design process, and we act upon their suggestions for new bundles. We also remove many of the hassles of dealing with health insurance companies.

The best providers understand that when care includes everything patients need and nothing they don't, you can spend less and get more.



AS A PROVIDER, YOU CAN DIAGNOSE THE PROBLEM AND PROVIDE THE BEST TREATMENT OUT THERE, **KNOWING YOU ARE NOT GOING TO GET A DENIAL OF TREATMENT FROM AN INSURER OR HAVE TO TALK TO THEIR MEDICAL DIRECTOR.**

— **Matthew D. Spann, MD**,  
Chief of General Surgery, VUMC





# Clinical

## Providers as Clinical Partners

As we develop each bundle, we start with a basic assumption—clinical teams know what patients need. This foundational process includes multiple conversations to set standards of care, and we ask clinicians questions such as:

*Which specialists should patients see as part of the bundle, and how frequently?*

*What's the most useful information the patient should have before each appointment?*

*What labs are needed?*

*What should navigators emphasize as they communicate with patients?*

*What data should be tracked?*

### Providing Guidance on Bundle Creation

Clinical teams' input, even on smaller details, such as parking instructions for patients, build a better bundles experience for all groups. For our MyMaternityHealth bundle, for example, we received input from OBGYNs, labor and delivery physicians, nurse practitioners and midwives to better understand the various components of care. Then we received buy-in from our anesthesiology, pediatrics and finance departments after demonstrating how the bundle will be good for patients, employers and providers.

### Reimagining the Delivery of Care

We also ask how current processes can be efficiently redesigned for the best possible outcomes. That's how we reduced the experience of cochlear implant surgery in our MyHearingHealth Bundle from six months to 1-2 days. It's why we provide expectant mothers with a fetal Doppler to check their baby's heartbeat at home prior to telehealth appointments, if patient and provider agree. And it's why we make scheduling and keeping the first appointment in our substance use disorder bundle, MyRecoveryHealth, as easy as possible for patients, because physicians told us it's the key to success.



WE CAN'T  
CREATE THE  
BEST PATIENT  
EXPERIENCE  
WITHOUT THE  
PROVIDER'S  
FINGERPRINTS  
ON THAT  
EXPERIENCE."

— **C.J. Stimson**, MD, JD, Chief Medical Officer, Employee Health Plans, VUMC



### Using Provider Input to Improve Care

For the treatment of osteoarthritis, insurance may limit the types of treatment that patients can receive. But because Vanderbilt Health providers were integral in designing the MyOrthoHealth Bundle for osteoarthritis, treatments that are not included by insurance but are very effective for some patients—such as platelet-rich plasma (PRP)—are included in the bundle. One knee surgery patient who works on his feet all day told us that if it weren't for PRP, he probably would be on disability. Instead, he's at work, productive and a real-life example of how bundles benefit patients, providers and employers.



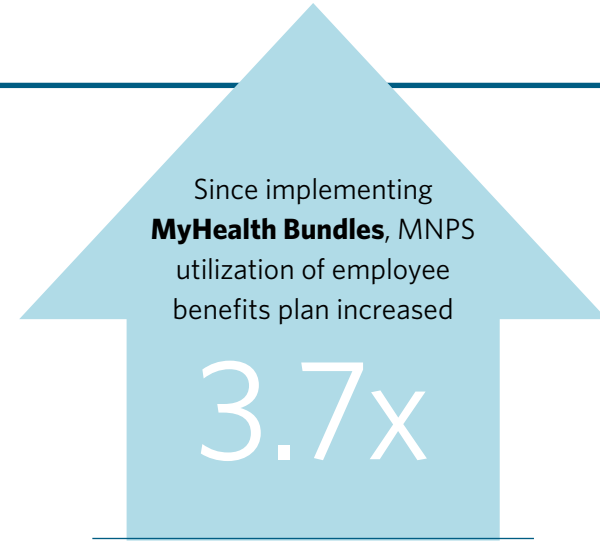


# Financial

## A Leading Driver of Market Share

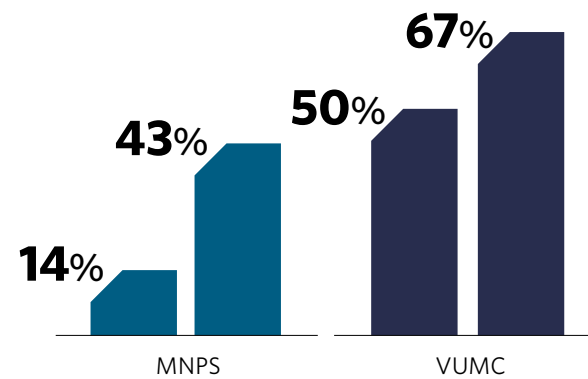
In only three years, MyHealth Bundles has become a national volume leader in value-based bundles. Since 2020, we have cared for more patients on bundled payment arrangements than most of our peer health systems—putting us the in the top 5% nationally.

The numbers tell the story of how we have increased market share and employees' utilization of this cost-saving benefit, as well as expanded providers' referral base. Our providers take on risk and are rewarded in return.

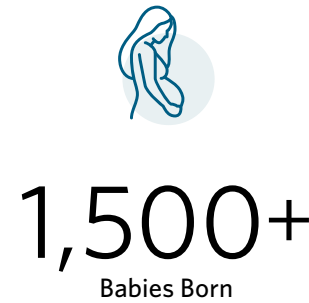


**11%** of MyHealth Bundle enrollees have been repeat customers

Increase of Market Share



Growing Utilization of the Bundles Benefit





## Experience

### A Passion for Continuous Improvement

When it comes to MyHealth Bundles, the voices of our patients, employers and providers are paramount. We are never satisfied with the status quo. As a research and educational institution, VUMC constantly seeks out new ideas to help us improve.

We look at data and surveys. We track the latest trends in evidence-based care. We solicit feedback from our providers, patients and employers to improve quality and eliminate waste. All this is to ensure we give patients everything they need, and nothing they don't.

#### Change for the Better

As a result, we regularly bring positive change to our bundles so our providers can deliver better care. For our total joint replacement bundle, for example, we've added in-person physical therapy in addition to a virtual offering. We've also added home health services—including nursing, therapy and infusion—to spine and total joint patients who experience post-op complications.

Our MyMaternityHealth bundle now includes coverage for pregnancy loss. We also expanded the maternity bundle to include other Vanderbilt facilities in Middle Tennessee.

We made several improvements to our MyWeightLossHealth bundle, including reducing wait time at the pharmacy, expanding sites of care and providing more telehealth options. We also give patients more choices for behavioral health partners, and allow patient navigators to share more clinical information so patients don't have to wait for a callback from a nurse.

Plus, support from our patient navigators, who assume much of the communications with patients, allows providers to focus more on the delivery of care.

“

IF WE ARE DRIVING OUT WASTE, PATIENTS GET WHAT THEY NEED, PROVIDERS ARE SUCCESSFUL AND THE EMPLOYER IS SUCCESSFUL.”

— **Brittany Cunningham**, DNP, MSN, RN, CSSBB, Vice President, Episodes of Care, VUMC





## What's Next

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### The Future of MyHealth Bundles: Innovate. Prove. Deliver. Repeat.

Our goal is to ensure that every patient we treat through MyHealth Bundles feels Vanderbilt Health is walking by their side in their journey. And we want to make that experience available to more people. We'll start by continuing to seek input from providers, employers and patients on ways to improve our existing bundles. How can procedures be streamlined? What medications and treatment should we offer for better outcomes?

#### Exploring New Bundles and Broadening Our Reach

We'll also look for opportunities to add new bundles by asking providers a simple question: What's preventing you from doing your best work? This gives them an opportunity to rewrite the rules to create the best experience possible for patients. In the future, we're exploring bundles for cardiac care, cancer care, neurosurgery, neurosurgery, rheumatology, gynecology, well-woman and preventive care.

Finally, we plan to broaden the program geographically and increase the number of MyHealth Bundles providers. That not only includes more VUMC regional sites, but also providers outside our system.

While we have earned a strong reputation in Tennessee and the Southeast, our goal is to be a national leader with national reach. Because of our proven model, we see the potential for employers from across the country sending their employees to Middle Tennessee for MyHealth Bundles care.

#### Moving From Transactional to Transformational Care

Too much of health care today is transactional—care is delivered and paid for, without giving much thought to how that experience can be made better. Change is needed, but the system can't be overhauled overnight. Right now, MyHealth Bundles can be defined as transitional care—we're adding new approaches while keeping some familiar aspects to make the transition more palatable. As we achieve more and more of these incremental improvements, we will move from transactional to transitional to truly transformational health care.

That's our commitment. We will continue to innovate and take on risk. As a nonprofit academic medical institution, we'll focus on learning, not earnings. And we'll share what we discover so that the health care experience can be improved for all.





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(615) 421-0112 | [employersolutions@vumc.org](mailto:employersolutions@vumc.org) | [MyHealthBundles.org](http://MyHealthBundles.org)