

Ardent<sup>SM</sup>  
HEALTH SERVICES



# Case Study

ACHIEVEMENT MATTERS

bravo<sup>®</sup>



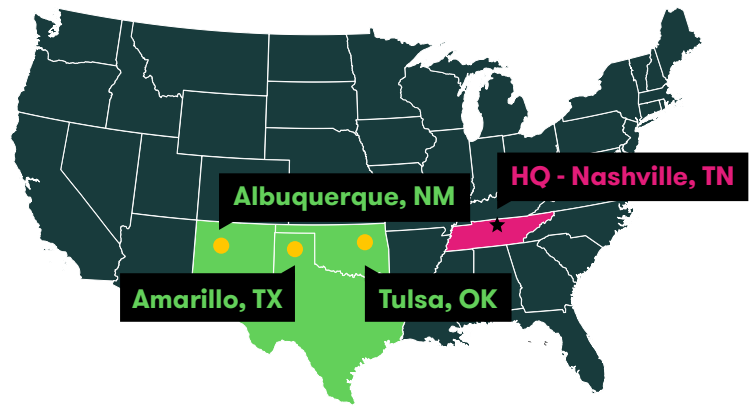
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**“Bravo understands our business and they helped make our wellness program a strategic investment in our employees.”**

— Neil Hemphill, EVP, HR/Administration  
Ardent Health Services

# Company Overview

Ardent Health Services is a premier provider of healthcare services. Based in Nashville, Tennessee, Ardent's subsidiaries own and operate acute care health systems in three markets: Amarillo, Texas; Tulsa, Oklahoma; and Albuquerque, New Mexico.



**12,000+**

employees

**3**

physician groups

**14**

hospitals

## THE CHALLENGE

Ardent's commitment to health and quality care extends beyond the patients and communities they serve; they make considerable investments into their employees as well. Prior to beginning their relationship with Bravo, Ardent introduced employee wellness initiatives that focused on smoking cessation and premium discounts for participating in health screenings. Even after a few years:

- There was no significant health improvement
- There was no visible reduction in healthcare costs
- Serious questions were raised as to the value of a participation-based wellness plan.

## THE SOLUTION

Working together, Bravo and Ardent designed a customized program that turned wellness into a solution that helped Ardent reach its goals.

Participants were rewarded with lower premium contributions, but incentives were now tied to health goals or measurable improvements. Employees had access to tools and resources to improve and/or maintain their health, including:

- Bravo's biometrics-based health risk assessment (HRA)
- A dedicated employee website that clearly listed applicable benefits and preventive care guidelines
- Examples of other wellness success stories

As a healthcare provider, Ardent already had capabilities like health screenings and coaching in-house. Bravo's flexible platform and ability to resolve compliance and confidentiality concerns allowed for these services to be seamlessly integrated into their plan. Today, Bravo's screening team coordinates 114 different annual on-site screening events over 10 weeks. Since working with Bravo, Ardent has had an average annual participation rate of more than 91 percent.

# The Results

Since Ardent and Bravo’s relationship began in 2010, over 24 percent of those who used tobacco have stopped smoking and remained tobacco-free. In addition, 58.4 percent of cohort participants with high-risk comorbidities have eliminated one or more risks. These and other health improvement results are helping to drive down Ardent’s claims costs. An analysis conducted by Willis Towers Watson showed that Ardent has seen a flat trend over a five-year period that is a \$354 PEPM trend savings over the national trend (Exhibit A).

\*Exhibit A: Per employee per month claims for Ardent Health Services is remarkably lower than the national trend since engaging Bravo.

# \$57.6 million

accumulated savings represented over five years.

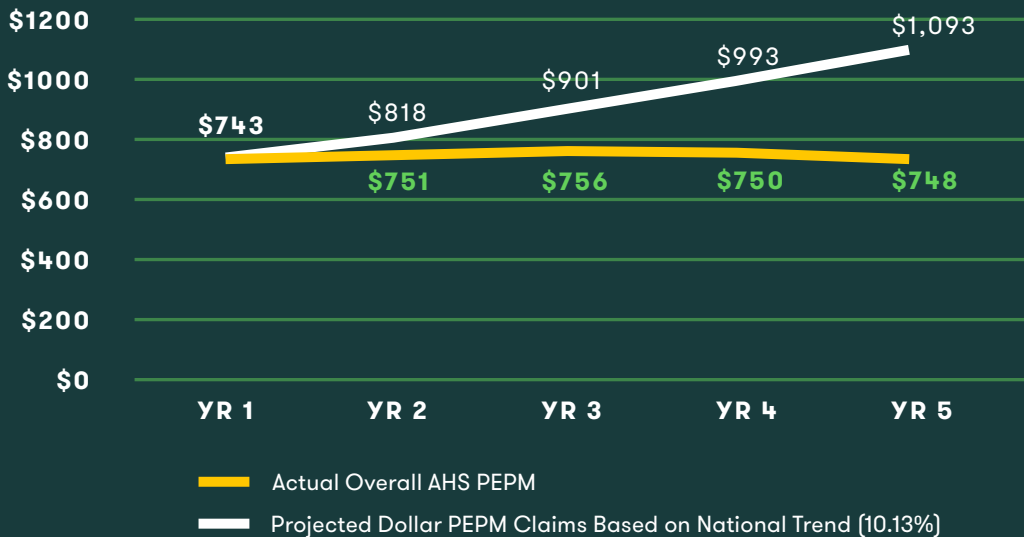
# 24%

of smokers went tobacco-free.

# 58.4%

of cohort participants with high-risk comorbidities have eliminated one or more risks.

**PEPM Ardent Health Services and National Trend**



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# Real Life Transformations

## Kris' Story

For Kris, it wasn't until her first biometric screening in 2011 that she took action regarding her previously diagnosed Type 2 diabetes. "I was in denial until we started doing the Bravo assessments — that's when my numbers were really not good," Kris remembers. "I decided I needed to do something about that." On January 6, 2013, she completely stopped eating refined sugar and replaced soda with water, a diet she strictly maintains to this day. "I couldn't wait to do my wellness check this year, rather than dreading it." Since making this lifestyle change, Kris has lost 28 pounds and has seen vast improvements in her biometric screening numbers.

## Adeline's Story


Although already fit and active, Adeline views the biometric screening as a barometer of her health for the year. "This annual wellness screening is like a yearly check for me," she says. "It's all around us in our jobs and it makes me stop and think: What am I doing? Should I change it up? It's a check and balance for me. Plus, the program gives you all those incentives."

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## Testimonials

 **"Willis understands the important balance of improving employee health and morale while addressing ROI. Working carefully to address our client's commitment to employee health and results, we identified that Bravo's approach was an ideal fit for Ardent's culture."**

- **Dave Souers**, VP, Employee Benefits  
Willis Towers Watson

 **"Bravo has made a significant impact on our organization. Not only does the program simultaneously pay for itself and decrease our costs, but it has helped to raise awareness among our employees of what their health status truly is."**

- **Melanie Miller**,  
Former VP, Benefits and Compensation  
Ardent Health Services

# Let's get to work.



WE LOOK FORWARD TO HEARING FROM YOU

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