

# DOING 2023 Public Benefit Report MORE GOOD together

Aledade

A photograph of a young Black female doctor with a stethoscope around her neck, wearing glasses and a white lab coat, looking at a tablet. An elderly white female patient with glasses is looking at the tablet with her. The image is overlaid with a blue tint and a pattern of small white dots.

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# INTRODUCTION

*“Aledade became a public benefit corporation because I want primary care doctors — the people at the foundation of our health care system — to know we will serve you and work for your interests over the long run. To make it so, we have literally built you into the very charter that defines Aledade’s purpose.”*

Farzad Mostashari, Aledade CEO

## A Message from Aledade's Co-Founders

Ten years ago, we founded Aledade with a single vision: to do good for patients, practices and society. For us, the heart of the problem we wanted to solve was, “How can we save the most lives?” We do that through aligning incentives, utilizing technology, and most importantly, partnering with primary care to succeed in value-based care models. Together, we're committed to creating healthier patients and communities, at a lower cost for all.

In our first performance year, we had fewer than 100 practices in just 5 states. Today, we're the largest network of independent primary care in the country. We have more than 1,900 private practices, federally-qualified health centers and community health centers in 45 states and the District of Columbia, and over 2.5 million patient lives under management. And as we've grown, our ability to do good for patients, practices and society has also grown.

As a public benefit corporation, we've ensured that doing good for all of our stakeholders remains at the center of every decision we make. We've embedded our public benefit purpose — to improve health care by providing better care, lower costs and better health for patients, practices and society — into our corporate structure, uniting us all in a shared mission. Every day more than 1,400 Aledaders in all 50 states work to bring this mission to life as we support primary care practices in their transition to value-based care. Together, we're creating a better experience for patients while lowering costs across the entire system.

Our strategy has allowed us to scale, but more importantly, it's leading to better outcomes for our partner practices, their patients and society as a whole. In the 2023 performance year alone, Aledade

partners avoided nearly 64,000 hospitalizations and emergency department visits. Our network brought health care spending \$801 million below Centers for Medicare & Medicaid Services targets, returned \$262 million to taxpayers and is projected to earn more than \$538 million in shared savings for 2023.

This Report showcases the good we've done for patients, for practices and for society while being a great place for our employees to work. While we celebrate the progress we've made so far, we know there's more good we can do. Every strategy, initiative and datapoint is a testament of what Aledade, our partners and our stakeholders have done — and will continue to do — to save the most lives, working to solve the heart of the problem that unites us all.

We look forward to doing more good — together.



**Mat Kendall**

Co-Founder and President

**Farzad Mostashari**

Co-Founder and CEO

## Aledade's Mission & Values



Aledade's mission is to deliver better health, better care and lower costs, creating a health care system that is good for patients, good for practices and good for society. Partnering together with 1,900+ practices, federally-qualified health centers and community health centers in 45 states and the District of Columbia, Aledade cares for more than 2.5 million patients.

We aim to do justice to the tremendous need and opportunity to improve health care in the United States. By applying rigor to our work, urgency to our actions and a continuous cycle of testing and learning, we deliver results that keep people healthier, impact lives for the better and create a more equitable health care system for all.

Since our start in 2014, we've been helping primary care practices thrive when providing high-value, cost-effective health care, improving outcomes for patients and our communities. And as a public benefit corporation, we keep our practices, their patients and their communities at the center of every decision we make.

### Our Core Values



#### Service

We do what is good for patients, good for practices and good for society



#### Accountability

We want to be judged by our outcomes



#### Inclusion & Belonging

We pursue equity



#### Evidence

We believe there is truth in data



#### Curiosity

We strive to make ourselves and each other better every day

## The Importance of Value-Based Care

The United States health care system today generally rewards treating disease instead of prevention. Of the \$4.5 trillion dollars the US spends on health care annually, it is estimated that \$1.1 trillion of that is wasted on unnecessary health care spending.<sup>1</sup> In comparison, primary care represents just 5–10% of total health care spending.<sup>2</sup>

In traditional fee-for-service models, providers are paid for each service rendered. That means practices are rewarded for the quantity of services provided — not the outcomes. Value-based care, on the other hand, is the concept that health care clinicians should be paid for their ability to keep people healthy.

In value-based care models, practices are rewarded for helping patients maintain their highest possible level of wellness, ensuring they receive high-quality care at the right time. For Aledade, this alignment of incentives means we focus on pulling care forward into the primary care setting, rather than waiting until a patient’s needs become more complex and expensive. By performing high-impact, low-cost interventions — such as vaccinations, fall screenings or follow-ups post hospital discharge — practices can keep their patients on a healthier path by treating them proactively, not reactively.

Value-based care fits naturally within the relationship-based model of primary care. Primary care practices build trusting relationships with their patients, understanding their full health picture so they can prioritize the care needed and ensure patient access to preventative treatments. Practices also benefit in the transition to value-based care, with a study by the American Academy of Family Physicians linking value-based care payments to reduced burnout,<sup>3</sup> as team members are able to focus on meeting patients where they are and providing high-quality care.

1 [Waste in the US Health Care System. JAMA](#)

2 [Measuring Primary Care Spending in the US by State. JAMA.](#)

3 [Evaluating Value Based Payment in Reducing Administrative Burden](#)



*“We are committed to value-based care because it allows us not only the resources, but also the support to do what is necessary to make sure that patients are taken care of. There are no care gaps...all of that is because of the value-based care model.”*

**Sohail Khwaja,**  
Executive Director,  
Columbia Medical Practice

ALEDADE PARTNER SINCE 2022



## A Decade of Supporting Value-Based Care

Succeeding in value-based care alone can be difficult. Primary care clinicians often don't have the time or resources to implement the technology or clinical workflows needed to transition away from the workflows they were trained in, that prioritize volume and instead provide preventive care at scale. And health data critical for preventive care, such as medical history, medication adherence and hospitalization history, is often scattered in separate data systems and challenging for physicians to access, making it difficult to understand both individual and population health.

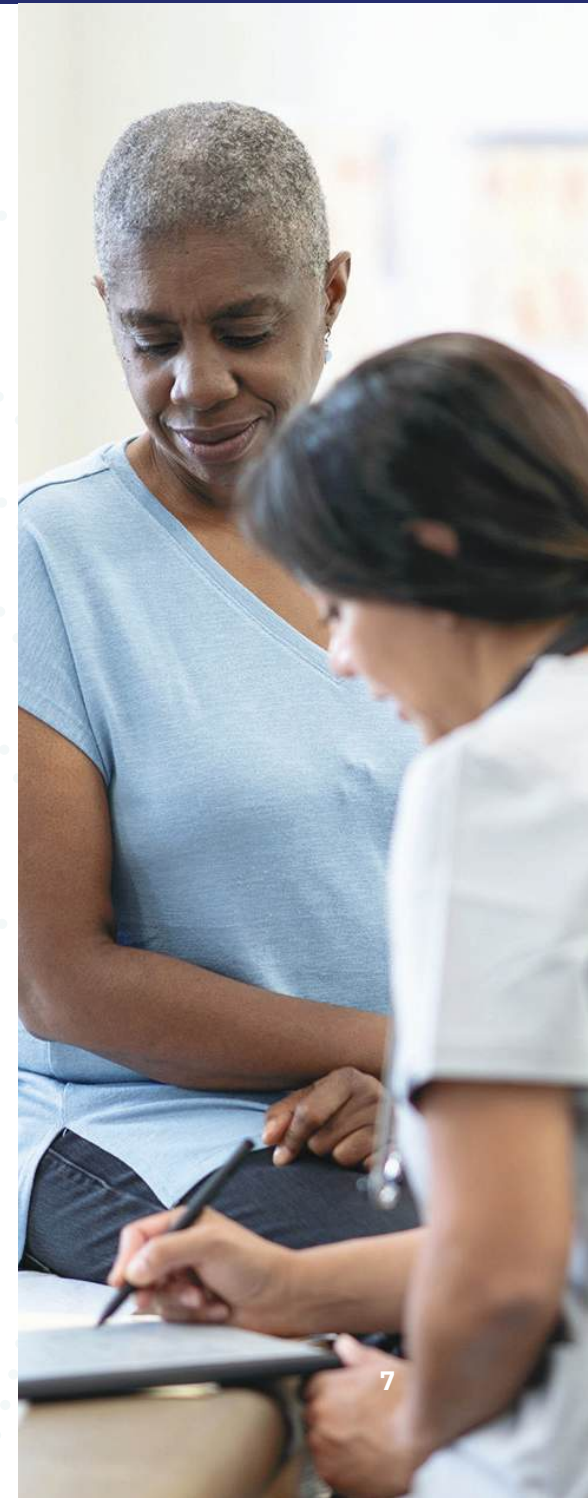
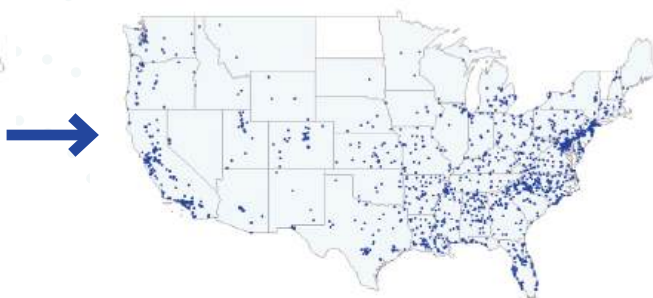
That's where Aledade comes in. As the largest network of independent primary care in the country, we help physician practices, health centers and clinics deliver better care to patients and thrive in value-based care models. Our cutting-edge data analytics, user-friendly workflows, health care policy expertise, national payer relationships and integrated care solutions enable physicians to succeed by keeping people healthy.

Celebrating our 10<sup>th</sup> anniversary, Aledade is led by our two co-founders, committed to the same mission today that we started with 10 years ago: how can we do the most good for patients, practices and society.

**2015: 5 States**



**2024: 45 States**



## Key Highlights & Awards

Our results are a reflection of the collective effort of our employees and practice partners across the country.



### Good for Patients

- » Patients of Aledade practices gave their physicians a **92%** approval rating
- » **2.5M+** LUM in 2024
- » **~64,000** hospitalizations and emergency department visits avoided
- » **50%** more annual wellness visits completed than the average practice
- » **685,000** wellness visits between seniors and their primary care clinicians



### Good for Practices

- » **1,900+** primary care practices, federally-qualified health centers and community health centers in 45 states and D.C. in 2024
- » **20,000+** health care providers
- » Aledade helped practices earn **\$538M** in shared savings
- » **200+** value-based care contracts in 2024



### Good for Society

- » **\$2B+** saved in unnecessary health care spending since 2014
- » **83%+** of patients in Aledade partner practices received a future fall risk screening
- » **77%** of patients in Aledade partner practices with hypertension have controlled blood pressure



### Great Place to Work

- » **1,400+** employees working in **50** states and D.C.
- » **90%** of Aledaders say they're proud to work at Aledade
- » **9** employee resource groups
- » *Great Places to Work* Certified
- » *Modern Healthcare* Best Places to Work in Health care
- » *PEOPLE* Companies that Care
- » Top Workplaces Culture Awards for Work-Life Flexibility, Compensation & Benefits, Innovation, Leadership, Purpose and Values

All numbers are Performance Year 2023 MSSP data unless otherwise noted.



## Governance & Leadership

### Our Role as a Public Benefit Corporation

A public benefit corporation (PBC) is a corporate form that requires a company to balance stockholders' interests, the interests of those materially affected by a corporation's conduct and a public benefit purpose. This is a more holistic approach than traditional corporate structures, where the sole focus is promoting stockholder value.

As a PBC, we weigh the interests of multiple stakeholders, including our primary care practice partners, their patients, our employees, our payor partners and those who bear the burden of rising health care costs, alongside those of our shareholders, when we make decisions. Our public benefit purpose is to deliver better health, better care and lower costs, creating a health care system that is good for patients, good for practices and good for society. Aledade's Board of Directors oversees the company's success as a PBC by monitoring key metrics, including practices and lives under management, revenue, shared savings rates and platform contribution, among others. This report serves to satisfy our public benefit reporting requirements under Delaware General Corporation Law Section 366.

### Executive Team and Board of Directors

Aledade's leadership has been at the forefront of health care policy and technology innovation, bringing real-world expertise and perspectives to a complex and changing landscape. More than 75% of our Senior Leadership Team has previous experience in health care organizations, and more than 50% of our Board of Directors are physicians.

Aledade's [Board of Directors](#) represents deep health care expertise paired with diverse backgrounds in technology, finance, equity and management. Serving on Audit, Compensation, Compliance and Quality, and Nominating and Corporate Governance committees, our directors are united in their shared passion for public health, primary care and innovative solutions.

*Our public benefit purpose is to deliver better health, better care and lower costs, creating a health care system that is good for patients, good for practices and good for society.*

**75%+**

of our Board members are independent

**40%+**

of our Board members are women

**33%**

of our Board members are ethnically/culturally diverse

## Aledade's Board of Directors



### Dr. David Blumenthal

David Blumenthal, M.D., M.P.P., is an internationally-renowned academic physician and health care policy expert. He is the former president of the Commonwealth Fund, a national philanthropy engaged in independent research on health and social policy issues.



### Paul Hennessy

Paul Hennessy is a leader with extensive global marketing and management experience, as well as experience with domestic and international start-ups. He currently serves as the Chief Executive Officer and member of the Board of Shutterstock.



### Dr. Bob Kocher

Dr. Bob Kocher is a Partner at Venrock, focusing on healthcare IT and services investments. He is also an Adjunct Professor at Stanford University School of Medicine and Senior Scholar and Advisory Board Member at the Leonard D. Schaeffer Center for Health Policy and Economics at USC.



### Farzad Mostashari, M.D.

Farzad Mostashari, M.D., is Co-Founder and CEO of Aledade. He is the former National Coordinator for Health IT at the Department of Health and Human Services, and served as a distinguished expert at the Brookings Institution's Engelberg Center for HealthCare Reform. Dr. Mostashari is also the chair of the board of directors for Resolve to Save Lives.



### Michelle Ryan

Michelle Ryan is a financial executive with significant experience in health care. She retired at the end of 2021 as the Treasurer of Johnson & Johnson, where she worked for almost 30 years providing financial oversight and insights to J&J's M&A activities.



### Dr. Joyce Sackey

Joyce A. Sackey, M.D., FACP, Chief Equity, Diversity and Inclusion Officer (CEDIO) and Associate Dean at Stanford Medicine, is one of the nation's foremost experts in advancing health equity, diversity and inclusion. Dr. Sackey currently serves as Stanford Medicine's inaugural CEDIO and is also Associate Dean and Clinical Professor at the Stanford School of Medicine.



### Dr. Bijan Salehizadeh

Dr. Bijan Salehizadeh is the co-founder of NaviMed Capital, where he serves on the firm's Investment Committee, leading investments with a particular focus on health care providers and pharmaceutical services



### Julie Sunderland

Julie Sunderland is a Managing Director of Biomatics Capital, a new \$200mm venture capital fund investing in breakthrough science and technology that will transform the practice of medicine and delivery of health care.



### Phyllis Yale

Phyllis Yale is an Advisory Partner in Bain & Company's Boston office. She joined the firm in 1982 and was elected to the partnership in 1987. Ms. Yale has been a leader in building Bain's health care practice for more than 35 years.

## Cybersecurity and Data Protection

Aledade continually advances our security measures and fosters a culture of awareness, working to earn our place of trust as a responsible steward of the data entrusted to us. Our Chief Information Security Officer reports quarterly to the Audit Committee of the Board of Directors to ensure we uphold our responsibility to protect the sensitive information we manage, including Protected Health Information (PHI).

Our Privacy and Security Teams implement robust data protection strategies and have established comprehensive policies and procedures designed to safeguard the systems and data we handle, including:

- » Acceptable Use policies
- » Vulnerability Management protocols
- » Systems and Network Protection
- » Enhanced data protection and identity management
- » Improved data loss prevention programs
- » Risk Management, Continuity Plans and Incident Response strategies

All employees are trained on these when joining Aledade and reaffirm their knowledge annually. Our Privacy and HIPAA training, mandatory upon hire and annually thereafter, includes information on security awareness. We also conduct quarterly phishing simulations to evaluate our systems and identify areas for improvement.



## Ethics and Compliance

As we work to fulfill our mission and transform health care, we are committed to ensuring every member of our team works with the utmost integrity, and in a way that reflects our values.

Our Code of Conduct sets expectations regarding the actions and behavior of our employees. The Code is built around the principle that everything we do at Aledade is measured against the highest standards of conduct and in compliance with all applicable laws. Our commitment to the Code helps us hire and retain top talent, provide great service and earn and maintain the trust of our practices and partners.

All employees are required annually to take training to review each concept within the Code, which includes topics such as Avoiding Conflicts of Interest, Business Ethics, Harassment and Discrimination and Data Privacy and Security. If an employee believes a violation of the Code or any Aledade policy has occurred, they are encouraged to submit reports, ask for guidance related to policies and procedures and provide positive suggestions and stories. We also provide a third-party hotline provider, EthicsPoint, if employees prefer to utilize anonymous and confidential reporting.

## Enterprise Risk Management

Aledade's Enterprise Risk Management function surveys, identifies and monitors risks which may impact our business. The Risk Management Committee oversees Aledade's risk management program, helping categorize, evaluate and respond to high priority risks and opportunities. The Committee meets quarterly to review information provided by subject matter experts across the company. Top risks are assessed to ensure we focus on the highest priority matters, and mitigation activities are continually revised, with findings regularly reported to the Audit Committee of the Board of Directors.

Identified risks are then assigned to formal owners, who have clear responsibilities and accountability for each risk. Responsibilities include defining the appropriate response strategy, identifying relevant metrics and key risk indicators for monitoring and reporting updates on an ongoing basis.

**94%**

*of Aledade employees say that they know how to utilize our compliance hotline*



# GOOD FOR PATIENTS

*The goal of value-based care models is to help patients maintain their highest possible level of wellness, rather than waiting until they are sick to provide care, which is generally more complex, expensive — and painful.*

*By performing high-impact, low-cost interventions — such as vaccinations, fall screenings and follow-ups post-hospital discharge — practices can keep their patients on a healthier path by treating them proactively, not reactively.*



## Delivering Quality Health Outcomes

As the nation's largest network of independent primary care, Aledade's ACOs — groups of practices that come together to participate in value-based care — help to ensure patients have access to quality care in urban, suburban and rural areas. Our support and guidance enables primary care organizations to deliver more preventive care including annual wellness visits (AWVs) and screenings.

**2.5M+**

total lives under management (LUM)

**83%**

quality score

**685,000+**

wellness visits between seniors and their primary care clinicians

**50%**

more annual wellness visits conducted by Aledade member practices compared to the average practice

**9,000+**

Comprehensive Advance Care Planning conversations conducted as of June 2024

**~64,000**

unnecessary hospitalizations and emergency department visits avoided

**85%**

of patients agreed Aledade practices allowed them to get timely care and information

**92%**

approval rating that patients of Aledade member practices gave their physicians

**86%**

also rated the office staff as helpful and courteous

All numbers are for MSSP Performance Year 2023, except for LUM, which is as of 2024 and across all lines of business

## Reducing Hospitalizations & Preventing Emergency Department Visits

There are many benefits to increased primary care, and one of the most impactful for patients, clinicians and the health care system as a whole is reducing hospitalizations and preventing unnecessary emergency department visits. In addition to helping patients save time and stress, avoiding unnecessary visits like these helps save money: the average cost of a three-day hospital stay is around \$30,000.<sup>4</sup>

*In 2023 alone, Aledade partner practices avoided nearly*

**64,000**

*unnecessary hospitalizations and emergency department visits*



*“Working with our partner practices, we help keep patients out of the hospital. I like to think that while we are reducing health care spending, we are also reducing patient suffering.”*

**Dr. Josh Lowentritt, Senior Medical Director, Louisiana**

<sup>4</sup> [HealthCare.gov](https://www.healthcare.gov)

## Patient Experience

High-quality primary care is the first line of defense when it comes to positive health outcomes. One of the best ways for primary care physicians to maintain that level of care is through annual wellness visits (AWVs). These visits not only help physicians stay up-to-date on their patients' needs, but they also provide an opportunity to transition from reactive to proactive care while building trusting relationships with their patients.

According to a 2019 study conducted by Aledade and cited in the American Journal of Managed Care<sup>5</sup>, patients who have an AWV are more likely to receive recommended preventive clinical services and have significantly reduced spending on hospital acute care and outpatient services. Aledade works to ensure that practices and health centers can provide value-based care to patients across insurance types, with more than 200 MSSP, Medicare Advantage, Medicaid and commercial value-based care contracts.

## Patient Engagement Tools

We bolster practice outreach by providing automated and customizable communications engaging patients with the right information at the right time, increasing adherence to the care plans created by their providers.

We facilitate patient outreach with customized information about immunizations, medication adherence, scheduling wellness and transitions of care visits and more. Our partner-branded campaigns use direct mail, text and phone outreach to drive patient behaviors by communicating the importance of annual wellness visits, sending screening reminders and providing after-hours clinician contact options. We also provide real-time outreach support to encourage patient medication adherence and staff to conduct appointment scheduling.

5 [Medicare Annual Wellness Visit association with health care quality and costs.](#)



### Spotlight: Healthy for the Holidays

Aledade works to keep patients healthy and out of the hospital year-round, and the holiday season is no exception.

Our Healthy for the Holidays initiative reminds patients about their practices' hours during the holiday season and alternative ways to contact them should they need to speak to their clinician. Patients receive a friendly postcard from their practice with details on holiday hours, reminders to refill medications and telehealth, nighttime and weekend options where available.

## Patient Care Programs

Aledade continuously tests and launches new preventive patient care programs designed to address patients' unique needs and provide the additional support they require, enabling our member primary care organizations to deliver more exceptional care.

Practices working with Aledade can leverage focused care management programs to deliver patient-centered, evidence-based support to reinforce and supplement in-person care patients receive directly from their physician.

### Comprehensive Advanced Care Planning

Advanced care planning allows individuals to make informed decisions for future medical care. One goal is to facilitate a completed advance directive document — but legal documents alone may not capture all preferences.

Our Comprehensive Advance Care Planning (CACP) process goes beyond documentation to reflect a patient's values, goals of care and quality of life. Through expert-led conversations, CACP empowers patients to make informed decisions and facilitates completion of legal medical documents regarding their end-of-life care, ensuring treatments align with patients' personal goals and values. As of June 2024, we have completed more than 9,000 CACP conversations.

### Kidney Care Management

Aledade's Kidney Care Management program connects patients with advanced chronic kidney disease to specialized care management services through our vendor partner. Their care team helps patients better understand their condition, disease stage, medication and treatment options. Research conducted on an early pilot showed the KCM program drove an over 30% reduction in hospitalizations among the patients enrolled in this program.



*“Participating in the shared savings program with Aledade has helped our practice focus on caring for the whole patient, reducing fragmentation of care while also improving the quality of life for our clinicians.”*

**Dr. Christine Meyer,  
Internist & Founder,  
Christine Meyer, MD &  
Associates**

ALEDADE PARTNER SINCE 2020



# GOOD FOR PRACTICES

*Succeeding in value-based care alone can be difficult.*

*Primary care clinicians often don't have time or resources to implement the technology or clinical workflows needed to transition away from fee-for-service workflows that prioritize volume. Health data critical for preventive care, such as medical and hospitalization history, is often scattered in separate data systems and challenging for physicians to access, making it difficult to understand individual and population health.*

*That's where Aledade comes in.*



## Empowering Practices Through Value-Based Care Support

In value-based care, clinicians work together to manage a patient’s overall health, while considering an individual’s personal health goals. To do this, primary care groups need partners who support their work. Aledade helps practices of all sizes and types thrive in value-based care — from a solo physician in a rural community to a community health center in the heart of the big city.

### The Importance of Primary Care

Value-based care helps primary care practices tackle some of the most pressing issues in their profession.

Primary care clinician turnover leads to nearly \$1 billion in annual excess health care spending in the U.S. — and over a quarter of these costs are from physician burnout.<sup>6</sup> A recent study from the American Academy of Family Physicians found that burnout among clinicians decreased once practices received 75% of their revenue from value-based care models.<sup>7</sup> Aspects of value-based care contributing to lower burnout included adoption of technical solutions, increased workflow efficiencies and contracts that create alignment between practices and payers — key components of supporting primary care providers.

6 [Health Care Expenditures Attributable to Primary Care Physician Overall and Burnout-Related Turnover: A Cross-sectional Analysis](#)

7 [Evaluating Value Based Payment in Reducing Administrative Burden](#)



*“Thanks to the shared savings I’ve earned in value-based care, I’m able to put our small business on a more solid financial footing. We’re able to retire debt. We’re able to pay our staff fair salaries to reward them for the tireless work they do and keep them close in a tight labor market.”*

Dr. Richard Cole, Patrick County Family Practice

ALEDADE PARTNER SINCE 2019

**85%**

*of current partners find Aledade to be a very trustworthy organization*

Aledade 2024 NPS Survey

## Shared Savings and Quality

Accountable Care Organizations (ACOs) — groups of practices that come together to participate in value-based care — are held to high standards of patient care and responsible spending. When an ACO succeeds in both delivering high-quality care and lowering spending compared to average, the ACO becomes eligible to share in the savings it achieves.

Practices, payers and any enablement partners are rewarded financially in a number of ways, such as receiving a share of the total savings they help create, quality bonuses and care coordination fees per patient.

According to CMS, ACOs led by primary care clinicians had significantly higher net per capita savings. In performance year 2023, Aledade ACOs delivered a record \$801 million in savings for the Medicare Shared Savings Program (MSSP), more than any other accountable care partner in the entire United States. Our ACOs generated more than \$538 million, enabling our partners to deliver better care, reward and hire staff, enhance facilities and increase financial wellbeing.

### Aledade Savings and Quality Results

**\$549**

MSSP average savings per beneficiary

**93%**

of practices earned shared savings

**\$205,000+**

earned on average by Aledade partner practices

**\$538M**

earned by Aledade ACOs

**\$262M**

earned by Aledade partner practices

**83%**

Quality Score

**\$2B+**

saved by Aledade and our partner practices since our founding

**2.5M+**

lives under management

**\$801M**

in gross savings for MSSP

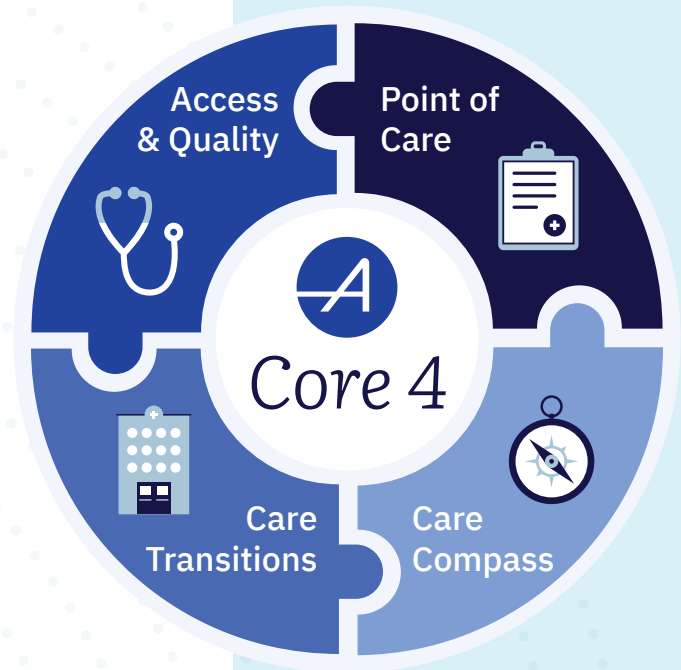
All numbers are for MSSP Performance Year 2023

## The Core 4 Approach

Practices in Aledade ACOs are supported by our field team who provide workflow support for managing the transition to value-based care. The basis of this support is the Core 4: a methodology that streamlines the complexity of value-based care work into four competencies to increase positive health outcomes and achieve savings.

- » **Core 1 – Access & Quality:** The Aledade App helps practices better understand when their patients need to be seen — whether for a time-sensitive need today or an annual wellness visit in the future. Clinicians are able to better understand when patients need to be seen, which services they need and how best to manage care gaps and preventive services completion.
- » **Core 2 – Point of Care:** Point of care tools help accurately address and document patient diagnoses and identify gaps in preventive care. Patient visits are enhanced through curated information, including suspect diagnoses for clinical management, targeted clinical insights and preventive service and utilization data.
- » **Core 3 – Care Transitions:** Engage patients with their primary care provider when they receive care from another source, such as leaving the hospital, emergency room or skilled nursing facility. Post-discharge workflows enable primary care teams to provide targeted and timely follow-up to patients, to reduce readmissions and improve care.
- » **Core 4 – Care Compass:** Expand the capabilities of a primary care practice through wrap-around services. This includes connecting patients to a variety of clinical services tailored to their needs, such as assistance with medications, targeted patient reminders and specialized care management. Practices have access to timely, actionable data to prioritize preventive care.

Through Aledade’s Core 4 approach, we deliver actionable data insights to primary care organizations so they can engage patients more proactively through annual wellness visits, preventive screenings and wraparound programs. This approach, paired with support from our field teams and the Aledade App, equips our member practices to meaningfully engage in proactive care with their patient population.



# 88%

*of current partners rate  
Aledade’s products and  
services as high quality*

Aledade 2024 NPS Survey

# Aledade's Practice Support

## Field Support

Aledade's team of on-the-ground local workforce support provides coaching, administrative support and change management guidance, easing the transition to participate and succeed in value-based care arrangements. Our local field support teams include trained doctors, nurses and pharmacists, along with individuals well-versed in the Aledade app and workflow technologies.

Our field support teams span the country coast to coast, rural to urban, and include a wide range of backgrounds, such as practicing doctors, nurses and pharmacists, ensuring we understand our partners' challenges and can work shoulder to shoulder to overcome them.

## The Aledade App

The Aledade App is a population health tool that delivers actionable data and insights from sources across the nation so our partner practices can focus on what's most important: their patients. Our App combines multiple technologies into one, creating a seamless, easy-to-use tool:

- » **More Data:** Our App aggregates medical data from many data sources, creating a single repository. We integrate with more than 100 electronic health record (EHRs) systems and pull data relating to hospital discharge lists, labwork, prescriptions and medical claims. Combining this data creates a well-rounded picture of a patient's health.
- » **Better Predictions:** Our technology runs multiple analyses on practice and patient data, providing our partner practices with nuanced insights and recommendations. Our models are built on the data of millions of patients, ensuring a high degree of reliability.
- » **Smarter Workflows:** We share our data insights in standardized, easy-to-use formats, which we call workflows, optimized by team member role for easy accessibility and engagement. Our workflows prioritize those patients most in need, and those interventions most likely to lead to action, ensuring practices use their time in the most meaningful ways possible.



Data in this image is hypothetical and for illustrative purposes only.

The Aledade App integrates with

**100+**

electronic health record systems

## Aledade App Workflow Examples

### Patient Drawer at Point of Care

Displays timely, actionable patient data and insights to our practices, without overwhelming them, when meeting with a patient

### Daily Huddle for Clinicians

Enables patient by patient pre-visit planning, highlighting care gaps, chronic conditions, specialist utilization and hospital events

### ED and Inpatient Alerts

Identifies patients who visited the emergency department (ED) or had an inpatient stay, empowering practices to offer proactive, timely outreach to patients post-discharge

### Care Program Recommendations

Surfaces patients who may benefit from Aledade's supplemental care programs (e.g., kidney care), making it easy for practices to refer and see the progress of enrolled patients

### Care Gaps

Aggregates known patient-level quality care gaps including medication non-adherence and missing preventative services

### Wellness Worklists for Scheduling

Highlights high-risk patients in need of outreach for preventive care and connects them with complementary programs and services

### Transitional Care Management Alerts

Reduces hospital readmissions with proactive, timely outreach to patients post-discharge

### Patient Outreach

Streamlines patient communication with phone and SMS messaging options within the App



*“As a Practice Transformation Specialist, I provide strategy, guidance and support so physicians can lead their patient care teams effectively. Just like a coach watches the quarterback’s back, I ensure physicians are supported, allowing them to focus on delivering the best patient care.”*

**Melissa Cook, Aledade Practice Transformation Specialist**



## Practice Health Solutions

Independent practices today face significant challenges stemming from economic changes and ongoing staffing shortages, making sustainable practice operations more difficult than ever. We recognize these challenges and are committed to addressing them head-on. Our mission is to empower primary care practices to focus on what they do best — delivering quality patient care — while we enhance their operational performance.

Our Practice Health Solutions tackle practice operational challenges, unlocking new growth opportunities. From credentialing to clinical and non clinical recruiting, our flexible options offer scalable support for sustainable success in the evolving health care landscape.

Our solutions include:

### Recruiting

A comprehensive recruitment program that handles all aspects from opportunity intake and candidate sourcing to interview coordination and offer management, ensuring thoroughly vetted candidates are prepared to join your practice.

### Credentialing

Dedicated staff streamlines credentialing and enrollment to reduce administrative burden, prevent claim denials and ensure compliance with state and federal guidelines through a centralized, web-based platform.

### Peer Benchmarking

Key performance indicators are benchmarked against the largest independent primary care benchmarking dataset in the nation, covering domains including panel composition, productivity, RCM and diagnosis coding accuracy.



# Accountable Care Organizations

In value-based care models, the goal is to help patients maintain their highest possible level of wellness, rather than waiting until they become sick to provide care, which is often more complex and expensive. Accountable Care Organizations (ACOs) make that happen.

ACOs are groups of doctors, hospitals and providers who come together to provide high-quality care. The ACO structure allows practices to maintain their autonomy while pooling risk, enabling participation in VBC contracts that generally have minimum patient thresholds. At Aledade, all ACOs are physician-led with boards comprised of local clinicians.

ACOs aim to improve outcomes and reduce spending by empowering practices to be the first line of defense in patient care, promoting accountability and high-quality, efficient services.

## Spotlight: ACO Support for Practices

Samuel “Le” Church, MD, a family physician operating Synergy Health in rural Georgia, first joined an Aledade ACO in 2020. The practice faced a significant hurdle when, in our 2023 review of the ACO roster, it came to light that Synergy Health had been deactivated as a Medicare provider. An administrative oversight by CMS, this change threatened the practice’s ability to care for Medicare patients.

The ACO’s market manager served as the go-between for the practice and the CMS. The issue was resolved and the practice’s status was reinstated. Shortly after, Synergy Health learned its ACO was Georgia’s top performer in the 2022 Medicare Shared Savings Program.



When an ACO succeeds in delivering high-quality care and spending health care dollars more wisely, the ACO and the Medicare program are rewarded financially — and the health care system is strengthened for all.

**45**

states that Aledade ACOs operate in

**20,000+**

clinicians in Aledade ACOs

**200+**

value-based contracts

**2.5M+**

patients in Aledade ACOs

**1,900+**

practices and CHCs in Aledade ACOs

**86%**

of current partners consider partnering with Aledade to be very or extremely important to succeeding in value-based care

### Serving Our ACOs

Aledade partners with primary care practices of all shapes and sizes to form ACOs, providing them with tailored approaches to deliver information, technology and tools that help them deliver even better care more easily and efficiently to their patient populations.

But our mission of service extends beyond standard ACO work. When practices need support in the face of unexpected events, we have their back, providing information, tools and resources needed to respond, recover and care for their patients. “Our secret sauce is service,” says Aledade CEO Farzad Mostashari, “a complete dedication to these practices, and creating an alignment to them where they trust us.”

In the aftermath of the March 2024 Change Healthcare cyberattack, we took a multifaceted approach to support our partner practices facing severe financial strain and other repercussions. Aledade accelerated payment of up to \$100 million in shared savings to partner practices experiencing financial hardship. We advocated for the Centers for Medicare and Medicaid Services to provide more liquidity options for doctors. And we set up a website for practice partners to get timely and reliable updates to help locate alternative options compatible with their electronic health records systems.

Another recent example is during the 2024 hurricane season. After severe storms, many practices across the southeastern U.S. faced significant challenges. Together with local community organizations and government recovery efforts, Aledade field teams worked to assess the needs of our practices, identifying the most urgent challenges and focusing on practical solutions. Teams mobilized support to practices by delivering emergency resources ranging from mobile internet connectivity to bottled water and portable toilets to leveraging text messaging capabilities of the Aledade App to stay in touch with and care for their patients.

*In the aftermath of the Change Healthcare cyberattack, we supported our partner practices facing financial strain by accelerating payment of up to \$100 million in shared savings to partner practices experiencing financial hardship.*



# GOOD FOR SOCIETY

*As a public benefit corporation, we weigh the interests of multiple stakeholders when making decisions. From our practice partners and their patients, to our employees and communities and beyond, we deliver better health, better care and lower costs, creating a health care system that is good for patients, good for practices and good for society.*



# Prioritizing Quality Care & Preventing Unnecessary Spending

High-quality, timely and cost-effective health care are essential for healthy individuals, communities and societies. Unfortunately, the health care system in the United States is not always structured in a way that prioritizes patient health outcomes — a problem that Aledade and our partner practices work every day to address.

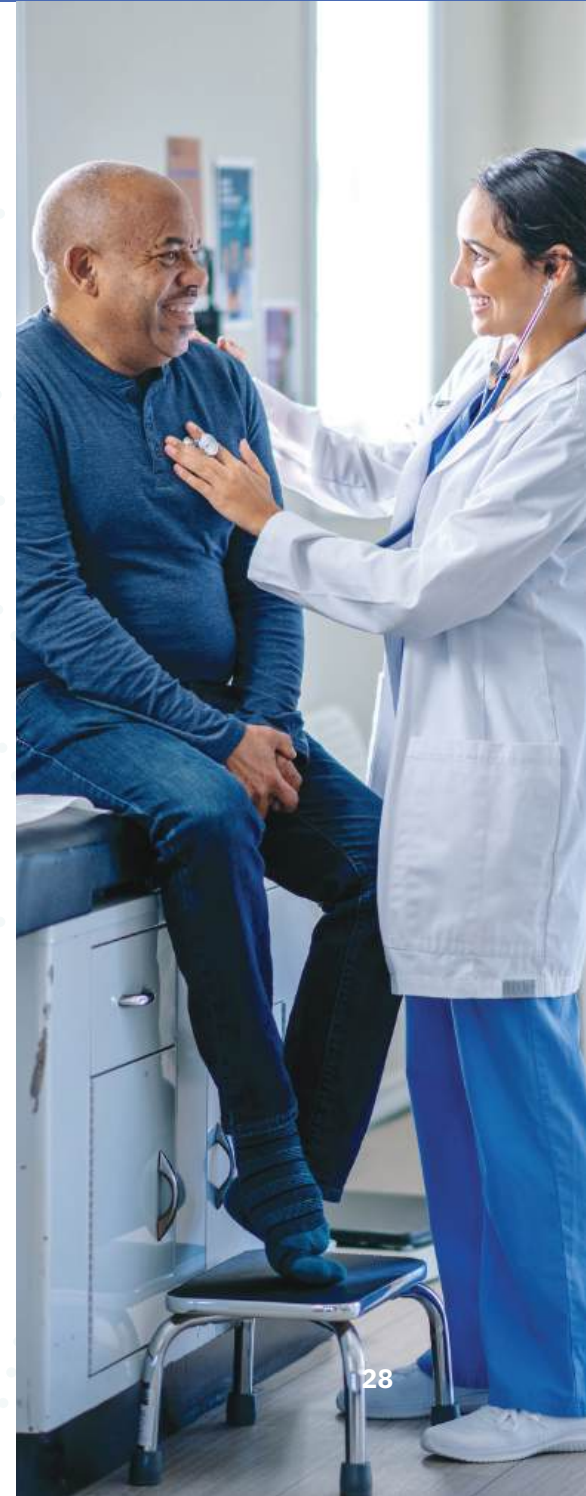
## Our Current Health Care System

In traditional fee-for-service models, clinicians are paid for each service rendered — regardless of the patient outcome. As a result, these types of models can create an environment where clinicians must trade quality for quantity.

These factors contribute to waste in our health care system: Of the \$4.5 trillion dollars the U.S. spends on health care annually, it is estimated that \$1.1 trillion of that is wasted on unnecessary spending<sup>8</sup>, with the three biggest drivers being administrative complexity, pricing failures and failure to deliver care.

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8 [Waste in the US Health Care System. JAMA.](#)





## The Benefits of Value-Based Care

In 2022, the U.S. spent \$4.5 trillion on health care, with the largest share (33%) coming from the federal government.<sup>9</sup> Though the U.S. spends more on health care than other high-income countries, this does not always translate to better outcomes. Among OECD countries, Americans see physicians less often and have one of the lowest rates of practicing physicians per 1,000 population.<sup>10</sup>

Value-based care models aim to prevent unnecessary spending — and patient suffering — by prioritizing quality preventative care. As more proactive, preventive care is provided, fewer costly and invasive interventions are needed, saving time, resources and costs throughout the health care system. Payers save money, patients achieve better health outcomes and practices get to share in the savings they generate.

Recognizing the benefits of value-based care, the Centers for Medicare & Medicaid Services (CMS) has set a goal of having 100% of Traditional Medicare beneficiaries and the vast majority of Medicaid beneficiaries in accountable care relationships by 2030.<sup>11</sup> Private payers like Humana are also committed to value-based care, with their CMO stating that “The data are clear: Value-based care works...this smarter healthcare model improves outcomes.”<sup>12</sup>

This is the heart of the problem Aledade and our partner practices aim to solve: reducing the burden of high costs of health care on society by creating a system where it’s easier and more profitable to provide preventive care and keep populations healthier versus the alternative.

**In 2023, practices in Aledade’s network brought health care spending for ~1 million lives \$801 million below CMS spending targets, returned \$262 million to the taxpayer and earned more than \$538 million in shared savings payments for their work in the Medicare Shared Savings Program (MSSP).**

9 [CMS.gov](https://www.cms.gov)

10 [The Commonwealth Fund](https://www.commonwealthfund.org/)

11 [CMS.gov](https://www.cms.gov)

12 [Value-Based Care Benefits Patients and Physicians, New Report Shows](#)

**\$262M**

*amount Aledade ACOs returned to taxpayers, all while improving the quality of care*

**200+**

*MSSP Medicare Advantage, Medicaid and commercial value-based care contracts*

**50%+**

*additional AWOs Aledade’s network delivered compared to the average practice.*

**~64,000**

*avoided hospitalizations and emergency department visits across Aledade’s network*

**\$2B+**

*amount Aledade and our member practices have saved in unnecessary health care spending since 2014*

All numbers are Performance Year 2023 MSSP data unless otherwise noted.

## Advancing Health Equity

We believe everyone deserves a fair and just opportunity to achieve full and optimal health. To achieve our mission of doing what’s good for patients, practices and society, we must ensure that the good we do reaches everyone.

More than 80% of health outcomes are affected by the non-medical conditions in which we live, work and play.<sup>13</sup> Called social drivers of health (SDOH), these include socioeconomic factors, physical environment and health behaviors. Adverse social conditions, such as lack of transportation or access to nutritious food, can create barriers to health care and drive health disparities.

### Strategy and Key Initiatives

Aledade’s health equity strategy aims to identify the root of these health disparities and create initiatives to help our practices address the needs of their communities. We apply a health equity lens to all we do by integrating the three pillars of our Equity & Inclusion (E&I) strategy — alignment, infrastructure and performance — into our work.

13 [Medicaid’s Role in Addressing Social Determinants of Health. Robert Wood Johnson Foundation.](#)

14 [Racial disparities in chronic kidney diseases in the United States; a pressing public health challenge with social, behavioral and medical causes](#)

### Spotlight: Supporting High-Risk Kidney Care Patients

Chronic Kidney Disease (CKD) is a long-term condition involving a loss of kidney function, affecting cardiovascular health, cognitive function, blood pressure and more. Social drivers of health and health inequities contribute to CKD disproportionately affecting Black, Hispanic, Latino and Asian Americans. Black Americans make up approximately 13 percent of the population, but account for approximately 35 percent of those with kidney failure in the United States.<sup>14</sup>

Our Kidney Care Management program connects patients with advanced CKD to specialized care management services through our partner, VillageHealth. Their care team helps patients better understand their condition, disease stage, medications and treatment options. We evaluated the pilot in a randomized quality initiative, and the intervention demonstrated 30%+ reduction in hospitalizations among the patients enrolled in this program.

## Health Equity Outcomes

Our Health Equity Quality Framework improves both mapping and transforming health equity data into insights, helping to identify disparities, allocate resources and tailor primary care interventions.

- » In 2024 we established Aledade's Equity & Inclusion Steering Committee, a cross-functional team of leaders tasked with embedding equity and inclusion into our systems, policies and processes. The Committee meets monthly to provide guidance to our Inclusion & Belonging team and ensure our health equity framework is applied in ways which deliver meaningful results.
- » Partner practices in certain markets have included health equity performance in shared savings distribution formulas. Leaders in health equity are celebrated and have the opportunity to share best practices with others.
- » Employees have access to a library of evidence-based resources designed to drive action toward equitable value-based care. Topics include Value-Based Care is Health Equity, Intro to Race and Racism in Healthcare and Elevating Equitable Care.
- » We attend, sponsor and present at conferences addressing health care and diversity, like Latinas in Tech, Lesbians Who Tech, the National Association of Latino Healthcare Executives, Out In Tech, AfroTech and the Young Health Leaders Summit.
- » Understanding patient race, ethnicity and preferred language helps us identify potential and actual disparities in care. In 2023, we set a goal to obtain race data for 85% of patients by the end of the year, and achieved 87% completeness. As of June 2024, we have 30% completeness for preferred language, and our goal is to achieve 50% completeness by the end of 2024.
- » We provide documentation and native-speaking translators in 27 languages for our Comprehensive Advanced Care Planning services to ensure equitable end of life care. We also partner with payers to connect patients to resources that will benefit them based on demographic data and insights.



## National & State Policy Advocacy

At Aledade, policy isn't simply about ACO compliance requirements. For us, policy is about ensuring the sustainability of community-based practices through analysis and advocacy.

### National Advocacy

From solo practitioners in Florida to multi-specialty clinics in Utah, the practices we partner with represent an incredible cross-section of clinicians dedicated to advancing value-based care throughout the United States. Partnering together, we can develop deeper insights on federal policies and initiatives, and speak with one voice to advocate for positive change.

Using data from the practices we work with, Aledade analyzes and advocates for regulations and legislation that affect primary care and physician-led ACOs. Each year, we provide input to proposed rules from CMS, such as the annual Medicare Physician Fee Schedule regulation, informed by real-world experience from our practices and advanced analytics from Aledade.

We also advance the interests of our practices through our leadership in national coalitions such as the National Association of Accountable Care Organizations, the Health Care Transformation Task Force, Accountable for Health and the Partnership to Empower Physician Led Care. For example, in 2023, we testified before Congress on the importance of federal policies to promote competition and support primary care.

### Spotlight: Opportunities Through the ACO Primary Care Flex Model

As part of our policy work, we elevate the insights and experiences of our partner practices as they navigate value-based care models. Working with primary care practices nationwide, we've heard concerns about the many different value-based-care models within CMMI, and the difficulty practices experience with long payment cycles. After years of Aledade advocating for the Medicare Shared Savings Program (MSSP) to be the chassis for innovation on which the CMS Innovation Center builds, the federal agency has now announced the ACO Primary Care Flex Model, which looks to address both these concerns. Aledade's expert policy team is helping practices navigate this new opportunity.

## State Advocacy

In addition to our national work, we understand there are important policy developments happening in states across the country that require attention.

Our State Policy Program aims to address these distinct, state-level needs — enlisting dedicated staff and resources to bolster and build advocacy activities, deepen stakeholder alignment throughout the state and serve as a convener between physicians, non-clinical staff, associations and legislators. We convene state policy committees, led by physicians and facilitated by Aledade, to advance public policy that supports community-based primary care and value-based care.

Aledade supports the policy committees by coaching physicians on advocacy strategies, tracking legislation and forming multi-stakeholder coalitions to advance the interests of our partner practices. Today, our State Policy Program operates in 14 states.

### Recent national and state policy milestones include:

- » Advocating for innovations in MSSP, leading to CMS introducing the new ACO Primary Care Flex model which uses MSSP as the chassis for innovation
- » Providing analysis and perspective on the new ACO Primary Care Flex model
- » Working with our practices in California to help them qualify for \$2 million in grants to facilitate health data exchange
- » Providing support during the Change Healthcare cyber incident, successfully advocating for Medicare to provide advance payments for independent practices
- » Supporting states implementing Medicaid Expansion, assisting with Medicaid redetermination efforts to lessen disruptions for beneficiaries and practices

### Spotlight: Tackling Prior Authorization Burden

Primary care physicians face excessive administrative burden. Excessive prior authorization requirements can compound these burdens, requiring providers to spend hours processing requests, limiting valuable time with patients.

Aledade's policy committees empower clinicians and staff to advance legislation benefiting primary care. Our Arkansas policy committee was a leader in successfully advocating HB 1271, which exempts certain providers from prior authorization requirements.



## Community Impact & Climate Initiatives

As a public benefit corporation, we balance creating shareholder value with generating public good. We live and work in the same communities as the patients and doctors we serve, so we support organizations aligned with our public benefit purpose.

### Volunteering

We encourage and support employees spending time to volunteer in their communities. Eligible employees can use up to two workdays per year to engage in volunteer activities. Since 2022, Aledade employees have volunteered more than 1,000 hours to non-profit organizations.

We also integrate service activities into company events. In April 2024, 1300+ Aledaders gathered in Chicago for our All Staff Retreat — a tradition that brings together our workplace for connection, collaboration and community. When we learned 1 in 4 people aged 65 and older in Chicago face economic hardship,<sup>15</sup> and that income is a dominant factor affecting hygiene and health care for the elderly, we used our gathering as an opportunity for good. Working with local nonprofits, employees assembled 1,500 hygiene kits for distribution to area senior residents.

### Charitable Donations

This spirit of giving is found at all levels within Aledade, which is why employees are encouraged to recommend eligible nonprofits to receive donations from Aledade, helping us connect with and support worthy causes in all the places we call home. In 2023 we donated to 10 employee-nominated organizations dedicated to issues including cancer research, prosthetic equipment access, community health care, veteran mental health and new parent supplies.

15 [Healthy Chicago 2.0 Community Health Assessment](#)

16 [Undue Medical Debt](#)

17 [The Negative Impact of Medical Debt on Overall Health](#)

### Spotlight: Helping Forgive \$100M+ in Medical Debt

We donate to organizations who share our values in supporting patients, practices and society, like Undue Medical Debt. More than 100 million people in the U.S. struggle with medical debt.<sup>16</sup> Research indicates that, of those with current medical debt:

- » 57% cut back spending on food, clothing or basic household items
- » 50% skipped seeing a doctor when needed
- » 45% skipped routine care such as check-ups and screenings<sup>17</sup>

Aledade has worked with Undue Medical Debt since 2022 to help forgive more than \$100 million in debt in states where our ACOs operate.

## Climate Initiatives

The U.S. health sector is responsible for approximately 8.5% of the country’s carbon Emissions and 25% of global health sector emissions.<sup>18</sup> As a health care organization, we recognize that the health of our environment impacts the health of our population.

In 2021, we went carbon neutral through the purchase of high-quality offsets, emphasizing serious and credible opportunities to invest in evidence-based solutions and maximum climate impact. Our offsets support activities like ensuring permanent destruction of refrigerant chemicals which, if not disposed of correctly, have significant global warming potential.

Much like how we invest in leading technology to drive better health outcomes, we apply a similar philosophy to our climate solutions. In 2023, [we joined leading climate organizations](#) through a [multi-year, \\$2.2 million investment](#) in an advance market commitment, whose funds are aimed at accelerating the development of permanent carbon removal technologies. This commitment supports high-quality carbon removal technology by securing financial support from dedicated partners. According to Mat Kendall, Aledade’s President, “Our work at Aledade is rooted in the mission to do what is good for patients, doctors and society, and investing in the health of our planet directly supports our goal to combat the negative public health impacts caused by our changing climate.”

We also measure our Scope 1, 2 and 3 greenhouse gas emissions each year to understand our footprint, explore opportunities for reductions and continue to grow in a responsible manner.

<sup>18</sup> [Decarbonizing the U.S. Health Sector – A Call to Action. NEJM.](#)

<sup>19</sup> [U.S. EPA – Scope 1 and 2](#)

<sup>20</sup> [U.S. EPA – Scope 1 and 2](#)

<sup>21</sup> [U.S. EPA – Scope 3](#)

Aledade’s 2023 Greenhouse Gas (GHG) Emissions (MTCO2e)		
	2022	2023
<b>Scope 1 Emissions</b> Emissions from sources that are controlled or owned by an organization, such as an owned boiler or HVAC unit <sup>19</sup>	9	1
<b>Scope 2 Emissions</b> Emissions associated with the purchase of electricity, steam, heat, or cooling <sup>20</sup>	70	74
<b>Scope 3 Emissions</b> Emissions from activities and assets not owned/controlled by an organization, but that an organization indirectly affects in its value chain, such as business travel <sup>21</sup>	5,965	8,647
<b>Total Emissions</b>	6,044	8,721

A photograph of three women smiling and posing together at a conference. They are wearing lanyards with badges. The background is a blurred crowd of people. The image is overlaid with a dark teal color and a pattern of small white dots.

# GREAT PLACE TO WORK

*“Achieving the best possible outcomes for patients, practices and society starts with holistically supporting the people who power the Aledade mission.”*

Mat Kendall, Aledade President

## Living Our Values

As we work each day to revolutionize health care in the United States, we uphold Aledade's core values in every decision we make. Everything we do is anchored around our values of service, accountability, inclusion and belonging, evidence and curiosity.



**95%+**  
of Aledaders understand the meanings of our core values

**90%+**  
of Aledaders say we hold ourselves and our team members accountable for results

**90%+**  
of Aledaders say Aledade lives our value of service to patients, practices and society

**90%+**  
of Aledaders say their team focuses on “the heart of the problem” when looking for solutions

**90%+**  
of Aledaders feel that Aledade welcomes, celebrates and values all genders, races, cultures and experiences

**90%+**  
of Aledaders say their team relies on evidence to guide their work

## Inclusion & Belonging

Our team members bring a wide range of experiences, interests, backgrounds and achievements to their work. With more than 1,400 Aledaders in all 50 states and Washington, D.C., our employees are as diverse as the practices and patients we serve. Together, we are united by a shared passion for public health and a commitment to the Aledade mission.

### Aledade Nation

**60%+**  
*of employees are women*

**50%+**  
*women in executive management positions*

**40%+**  
*of employees are ethnic minorities*

**50%+**  
*minorities in executive management positions*

### Employee Feedback

**90%**  
*of employees say that Aledade's core values influence how they approach their work*

**80%+**  
*of employees say they feel like they belong at Aledade*

**90%**  
*of employees say their team team prioritizes inclusion and seeks a diversity of backgrounds and perspectives in their work*

**70%+**  
*of employees say that perspectives like theirs are included in decision making*

### Awards & Recognition

2023 Top Workplaces for DE&I Practices

2023 Top Workplaces Employee Well-Being

2023 Top Workplaces Work-Life Flexibility

2023 Best Workplaces for Parents

2023 Best Places to Work in Healthcare



## A Culture of Belonging

Inclusion & Belonging is a core value at Aledade. We are dedicated to fostering an environment where diverse perspectives are included in decision making, and policies and procedures ensure accountability.

Like our Health Equity work, our Inclusion & Belonging strategy is overseen by the Equity & Inclusion Steering Committee, which embeds equity and inclusion into Aledade's systems, policies and processes. These initiatives are supported by our [Vice President of Health Equity](#) and further bolstered by [Board members with deep expertise in equity and inclusion](#).

## Inclusive Hiring and Training

To truly live up to our value of Inclusion & Belonging, we start at the very beginning — before an employee even walks through the door. We aim to mitigate bias in the hiring process with training required for all interviewers so they know best practices to understand and mitigate bias that may influence hiring decisions. Each member of Aledade's Talent Acquisition team is also certified as a Diversity Sourcing Professional or Certified Diversity and Inclusion Recruiter 11.0 through AIRS.

As part of onboarding, all new employees attend Equity & Inclusion Orientation led by our Equity & Inclusion team. This session introduces new hires to Employee Resource Groups, as well as required training on Diversity, Inclusion & Belonging and Managing Bias.

Inclusion & Belonging learning opportunities continue beyond orientation, with annual Preventing Harassment and Discrimination Training required for all employees as well as a tailored version specifically for people managers that includes Inclusive Leadership Training. In 2023, we organized “Let's Talk About It,” a series moderated by experts that enabled candid, companywide conversations on Inclusion & Belonging topics for employees across the organization. We featured topics including generations at work, medical racism and building trust.



## Employee Resource Groups

Employee Resource Groups (ERGs) are employee-led communities who come together around shared identities, experiences or interests. Membership is open to all permanent staff regardless of identity, with allyship strongly encouraged.

Guided by an executive sponsor, each group helps drive goals that support our core value of Inclusion & Belonging and provide input on company strategies, initiatives and content. Each ERG focuses on:

- » Educating through programming that centers and celebrates
- » Championing career growth through networking and mentorship
- » Advancing initiatives to ensure access to care, better health and wellness among patients, employees and practice partners
- » Supporting communications and events that reinforce our commitment to Inclusion & Belonging
- » Fostering a welcoming environment where Aledaders can build connections and create community



**Asian Pacific  
Islander Desi  
American  
(APIDA)**



**Forum for the  
African and  
Black Diaspora  
(FAB)**



**Veterans  
and First  
Responders**



**Climate  
Change  
Committee  
(CCC)**



**LatinX**



**Wellness**



**Diversabilities**



**PRIDE**



**Women's**

### ERG Spotlight: Wellness ERG

**Jessica  
Pius-Nwagwu**  
CLINICAL QUALITY  
IMPROVEMENT  
LEAD



Aledade creates many opportunities for us to come together. I'm part of three active employee resource groups, I'm in and out of several Slack channels where I'm catching up and connecting with others, and last fall, I organized two volunteer service days for Aledaders in my area, where we came together in person, united in our core value of service, to create a deeper sense of community with one another as we simultaneously made a difference in our local community. Every day at Aledade, we have an opportunity to find and get to know some really great folks.

## Engagement & Feedback

Achieving our mission to be good for patients, practices and society can only happen if Aledade is a place where everyone has the potential and resources to succeed. By providing regular opportunities for feedback between employees, with managers and with senior leadership, we listen and learn about what's working well and where opportunities lie.

### Companywide feedback

Twice a year, employees participate in the Aledade Employee Engagement Survey using Culture Amp, so we can hear which aspects of their employee experience are going well and take actions in areas we should focus on improving. To encourage honest feedback, the survey is anonymous and responses can only be viewed at an aggregate level.

Each question allows employees to add a written comment for maximum feedback. There are also focused questions on people management which helps to inform the strengths and opportunities of leaders at Aledade for future development opportunities.

In between these bi-annual surveys, we also send out monthly pulse checks. Randomly selected employees are sent a short questionnaire to help us keep a more regular pulse on employee engagement and satisfaction.

**~90%**

*of Aledaders say they are proud to work for Aledade*

**~85%**

*of Aledaders recommend Aledade as a great place to work*

**~90%**

*of Aledaders say they believe Aledade's actions are largely aligned to our core values*

**90%+**

*of Aledaders say that Aledade delivers on its mission to do what is good for patients, doctors and society.*

**~90%**

*of employees say their team team prioritizes inclusion and seeks a diversity of backgrounds and perspectives in their work*

**3,900+**

*comments on our engagement survey*

Based on our June 2024 Culture Amp Survey, which had an 89% response rate.



## Employee Manager Feedback

We provide regular opportunities for employees to give and receive feedback on their performance and those of their fellow colleagues and managers.

Quarterly checkpoints are documented conversations between an employee and manager to provide timely reflection and celebration of recent accomplishments, share opportunities for improvement and align on goals for the upcoming quarter. More frequent conversations (compared to a single annual review) has been shown to help employees achieve professional and business goals while removing the shock factor during annual reviews.<sup>22</sup>

Our annual performance review process allows for a holistic view of performance across the company and is tied to compensation and promotion. Annual performance reviews incorporate 360-degree feedback that employees solicit from colleagues they work closely with. Employees are also asked to provide feedback on their managers. More than 95% of employees received an annual review for 2023, and more than 75% received a quarterly checkpoint in Q2 2024.

## Training & Development

We foster a culture of knowledge sharing as a way to identify best practices and take action on lessons learned. To accomplish this, we offer training and resources for employees throughout their career and professional development.

Annually, employees receive training on critical areas for day-to-day work, including HIPAA Privacy and Data Security, Code of Conduct, Conflict of Interest, Harassment & Discrimination Prevention and Diversity, Inclusion and Belonging. All new hires have both live orientation events and self-paced learning to support foundational knowledge.

Team training and development programs are also offered to address role-specific knowledge and skills. Additionally, Aledade provides LinkedIn Learning licenses to all full-and part-time regular employees. LinkedIn Learning offers courses on business, technology and creative topics.

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<sup>22</sup> [How Effective Feedback Fuels Performance](#)



## Early Career and Manager Training Programs

The Aledade Early Career Program is a one-year program for individuals with less than two years of professional working experience. It includes training in core business skills, monthly roundtable discussions to build business acumen, meetings with leaders and ideas for thinking about career paths and social events to connect with peers. Each participant is matched with a buddy to help them navigate the company during their first year.

People managers at Aledade are integral to the development and success of the individuals and teams they lead. They are responsible for leading team performance, managing and developing people, creating inclusive environments and fostering self-development and self-awareness. To set our people managers up for success, we provide tailored learning opportunities and hands-on experiences to equip each manager with resources and best practices. Since 2023, more than 90% of Aledade's people manager population has engaged in at least one of our management training initiatives:

### The Managing @ Aledade Program

A year-long experience for newly promoted or hired People Managers. It includes a hands-on people management workshop, guidance on Aledade's policies and procedures and monthly Manager Reflection Chats to foster peer-to-peer learning.

### Manager Resource Library

People managers can access a library of resources to support them in navigating essential aspects of people management — including guides to setting expectations and coaching, exercises for building trust and templates for individual development plans.

### Monthly Manager Roundtables

Quick-hit, lunch-and-learn style sessions, roundtables are led by the People Team to discuss best practices around various management topics.

### Director Cohort Learning Series

A leadership program that brings together a small group of directors to learn with and from each other around a central theme over the course of multiple sessions.

Since 2023,

**90%+**

*of Aledade's people manager population has engaged in at least one of our management training initiatives*

## Benefits

Our success depends on our talented and dedicated workforce, so our goal is to provide comprehensive benefits to attract and retain the highest quality employees. We offer benefit and compensation plans to all employees working at least 30 hours per week that start on day one of employment.

Employee benefits include:

### » **Financial Benefits**

- Stock options
- Shared savings company bonus
- 401(k) with up to 4% match

### » **Remote-First Work**

- Most roles at Aledade can be performed remotely, and employees can take advantage of flexible work hours.
- For those who work in-office, our HQ is in Bethesda, MD, with secondary offices in Durham and Austin; benefits vary by location and include free catered lunches, gym access and reservable conference rooms.
- Flexible WeWork spaces are also available.

### » **Continuing Education and Continuing Medical Education**

- Aledade matches qualified employee educational expenses up to \$5,000 each year for any regular full- or part-time employee in good standing who has completed at least one year of employment.
- We also offer Continuing Medical Education reimbursement to employees to cover their State Medical or other Clinical Licensure, continuing education, membership in professional societies and conference attendance.

## Benefit Spotlight: Sabbatical

All full- and part-time employees receive a six-week fully paid sabbatical after each six-year period of continued employment.



### **Josh Israel**

SENIOR MEDICAL DIRECTOR OF  
CLINICAL QUALITY

I spent the first three of my sabbatical weeks in Africa, where my older son and I joined a medical team working in Uganda. My favorite memory is seeing my son give out reading glasses to patients who had never had glasses before — a simple thing I take for granted that makes such a big difference. Once back in the States, I spent a week at a lake in Vermont with some old friends, put a new roof on my gazebo and then managed to (finally!) clean out my basement.

I'm grateful not only for the benefit of this time, but for the way Aledade truly supported it. I really did unplug and turn off my email for six weeks. And then I was able to get back to it. We work very hard to get important things done here at Aledade. It can be stressful, but the expectation here is that we are good and respectful to one another. Employees here live that out — and the company does as well. The sabbatical benefit is just one example of that.



## » Parental Leave

- We offer up to 12 weeks of paid parental leave to all new parents who have worked at the company for at least three months or 480 hours, regardless of gender/identity and whether through birth or adoption.

## » Work/Life Balance

- 21 days PTO in the first year of employment
- Paid volunteer days
- Leave of absence plan
- Sabbatical
- Bereavement leave

## » Health Care Travel Benefit

- Employees have access to up to \$2,000 per year to use on travel and lodging expenses that arise from obtaining medical care or services from outside their local area.

## » Employee Development

- Educational assistance
- Team-wide learning
- Management training
- Individual development

## » Health and Wellness Benefits

- Nationwide PPO Medical, Dental and Vision Plans
- Short- and Long-Term Disability
- HSA and FSA
- Company Paid Voluntary Life AD&D Plans
- Employee Assistance Program
- Wellness Coach
- Legal Services

## Benefit Spotlight: Health and Wellness

**Rebecca  
Kirtley**  
SENIOR  
FACILITATOR



We have excellent benefits here, including health insurance that offered me coverage on care that helped me not only get a solid footing with my physical health but with my overall quality of life as well.

Between our benefits and facilitating a culture of taking care of employees, Aledade has my back. From leadership to our overall solid community that regularly leans on one another, we're a company that is committed to doing right to and by its people — and it helps my mental health and overall wellbeing so much.

