

AFS Core Ideology & Envisioned Future

Core Ideology

The AFS Foundation - Ownership & Agency over Health

Applied Fitness Solutions (AFS) was founded on the belief that each human being has the right to have ownership and agency over their own health, well-being, and fulfillment. Indeed, health leads to well-being, which leads to flourishing, which then leads to fulfillment. All humans should have equality of opportunity to progress from health, to well-being, to flourishing, and finally to fulfillment. If all human beings achieved a state of flourishing and fulfillment, our world would be absolutely transformed.

Unfortunately, all human beings do not have equality of opportunity when it comes to health, well-being, flourishing, and fulfillment. Many systemic barriers and structural inequities exist to prevent the first step in the cascade towards fulfillment from being met. Yes, sadly, many people do not have ownership and agency over their own health, let alone their well-being and fulfillment. This is not only discouraging, but it is highly preventable, and therefore can be fixed. Driven by a higher moral and ethical purpose, we as a global society must recognize the fundamental and unalienable right of each human being to have ownership and agency over their own health, well-being, and fulfillment. Failing to do so makes many in our society slaves to the invisible forces that impair a life well-lived. Failing to do so is not just simply wrong or even immoral, it is a direct affront to the very nature of humanity itself. If health, wellness, flourishing, and fulfillment aren't fundamental rights of every human being, we are failing on the most basic level of humanity.

At AFS, we do not claim to understand or address all of the systemic barriers and structural inequities to health, well-being, flourishing, and fulfillment, as these are multipronged and complex. Many Social Determinants play a foundational role in health and the full cascade toward fulfillment. Addressing any of a small number of factors has limited systemic impact. That said, working with purpose and passion, a single organization can bring about change on both the macro and the micro level—within an organization's area of expertise. At AFS, our area of expertise is health, specifically ownership and agency over health through lifestyle medicine.

Lifestyle medicine is the truest form of healing that is as old as time itself. It is what we do with our body and what we put into our body that determines our foundational health. Yes, modern medical interventions (drugs, procedures, etc.) have an impact on our health, but those are merely the downstream interventions to address issues that mostly stem from lifestyle factors. This is not to say lifestyle factors are the sole determinant of health. Complex genetic and epigenetic factors can lead to ill health and require important modern medical intervention. Looking at the research on chronic disease, it's clear that those factors are not the root of the sickness in our world. Indeed, research suggests that over 80% of disease is determined by lifestyle factors. While genetics certainly plays a role, lifestyle factors play a dominant role in most cases.

AFS delivers lifestyle medicine not only because we feel it is the most effective medical intervention for the vast majority of conditions, but also because we believe it is the most empowering form of medicine for one elegantly simple reason—autonomy. Research on motivation suggests that autonomy, relatedness, and connectedness are powerful drivers of self-determination. Autonomy, the feeling that your behavior originates from your own self and reflects your own interests and values, is about having a sense of choice and control over your actions. It is the nidus of what it means to be human. We fight for autonomy. We fight when we're a toddler and a teenager with our parents for autonomy. We fight with our bosses and significant others for autonomy when we're an adult. We fight with our caregivers for autonomy near the end of life. Nations fight to

the death for their autonomy over invaders. Autonomy is threaded through every nanometer of our genetic code. Yet we've relinquished this most sacred human attribute with respect to our health.

We have become passengers in our own health journey. We've sacrificed our agency and autonomy in the areas where it matters most—our health. We've allowed the food industrial complex to create, proliferate, and profit from obesogenic and disease-promoting foods. We've sat idly by as our world has been polluted in the name of industrialization and progress, only to poison the planet and make its inhabitants sick. We've allowed institutions that protect us all, specifically the most vulnerable among us, to erode, creating a great societal divide and massive disparities in wealth, and therefore, health. We've engineered meaningful movement out of our lives by making people think the only movement that matters is in the four walls of a gym.

Finally, we've let the medical-industrial complex make us believe that we should all be patient patients, waiting for the expert clinicians or scientists to "save us." We've been lulled subtly and insidiously into the belief that we do not control our health. We've had our agency and autonomy ripped away from us. Not only has this been bad for health, well-being, flourishing, and fulfillment, it is antithetical to the very soul of what it means to be human—the ability to own how well your own body and mind function. What could be a more fundamental human right than that? If you don't have that, you truly don't have anything.

AFS exists to help people take back control over their health through lifestyle medicine. We do so not because it is profitable or glamorous but because it is morally and ethically the right thing to do for the world. We have, and always will, find a way to do it even under the most impossible of circumstances. Profitability is not our motive. It is merely a means, serving the end of improving health for all. Fame, notoriety, prestige, and all things that go with them are irrelevant to us. Our members—the humans we serve—are the reason for our existence. Their health is our highest, truest, and primary obligation. Our members are the hero of the story; we are the supporting actors and actresses in the background.

We do not view business through the lens of competition. The only foes we are here to vanquish are disempowerment, disease, and suffering. We hope to inspire other healthcare organizations, and we look forward to being inspired by them in the same fashion. We are committed to building an enduring organization, focused on the long-term health of society, not the short-term chasing of profit or prestige. Humanity will always be in a constant struggle to take ownership of its health, and we will always be here to aid in that struggle.

We are here to serve society. More specifically, we are here to serve each human in our society with a level of wholeheartedness, humanity, and compassion that we all deserve as members of the human race. We exist to deliver health with care. That is the yin and yang of AFS. We are deeply rooted in the evidence-based science of lifestyle medicine, while simultaneously implementing that science in the most caring, human-centric manner possible.

This compassionate approach to our care ensures we are an inclusive and welcoming community to all—not just the already healthy. We fully recognize that many who have lost ownership of their health have been made to feel there is no hope to regain it. We understand the fear, anger, sadness, and shame that so many must face when confronting their health challenges. At AFS, through wholeheartedness, humanity, and compassion, we seek to be a beacon of hope for those seeking to take ownership of their health and lead a more fulfilled life. We believe in the power of all human potential and that everyone has the ability to reclaim ownership of their health.

AFS provides the health and care the world so desperately needs. We exist to serve. We exist to help all of humanity reclaim their health and improve their well-being to lead flourishing lives of maximal fulfillment.

AFS Purpose for Existence - Health Ownership through Healthcare Transformation

To help humanity reclaim ownership of their health by transforming the patient into the provider.

We view our purpose as our deeply held reason for existing as an organization—this is our WHY and it is the lived manifestation of the foundation articulated above. This purpose is enduring and unchanging. What we do to achieve this purpose over the years must change as society's needs evolve, but the foundational purpose will always and forever persist.

Our purpose must permeate every aspect of our organization. It acts as more than a north star or goal to achieve. It is not just a statement on the wall or a rallying cry in meetings. It is so deeply meaningful and existential to the organization that it courses through our veins as the lifeblood of all that we do.

We believe healthcare has strayed from its original purpose. We absolutely do not believe this is because of the compassionate and dedicated healthcare professionals who seek to make their patients healthier day in and day out. Quite the contrary, this problem is not on the individual provider level; it is a much broader systemic problem. Our current healthcare system has evolved to be far more adept at managing illness than in providing individuals with health with care. This maladaptive evolution is complex and unlikely to be distilled into a succinct problem statement on the tactical level. Many disparate culprits intersect to create the dysfunction tactically, and these must be resolved through careful policy and systems change. While this systemic change is necessary, it is not sufficient, nor is it the foundational change needed.

The true paradigm shift in healthcare transformation is not just putting the patient first, it's acknowledging that the patient shouldn't be patient. It's embracing the realization that the patient shouldn't be a patient at all. Most of all, it's about committing to the paradigmatic shift that the patient is the most effective provider of healthcare they have access to. This is about completely flipping the script and elevating the patient of a healthcare provider to the provider of their own healthcare. This is not just about putting the patient at the center of the story; this is about transforming the patient into the provider.

Medicine has evolved to elevate the provider to an almost mythical status. Providers (clinicians, researchers, etc.) are looked at as being the experts who have the answers. While we believe that providers have an extremely important role to play, it is a supportive role at best. This is not to diminish the role or importance of the provider, but rather a firm acknowledgment of their secondary role as the best provider of healthcare for a patient.

Shifting this paradigm requires the firm belief that all humans have what they need inside of them to reclaim ownership of their health through lifestyle medicine. At AFS, we deeply and passionately believe just that. We also recognize that people will need help on their journey to discover they have the power to become their own best healthcare provider. We are here to support them on this life-changing journey of self-discovery.

We are here to transform medicine, not just through lifestyle interventions or through compassionate care. While those are important, they're not the root of the transformation we seek. We will transform medicine by transforming the patient into the provider.

AFS Values - Who We Are at Our Core

The transformation we seek to make in healthcare is decidedly human-centric. It is compassionate care delivered in a human-to-human manner that moves us towards our purpose. Given this, intentionally building a team of healthcare professionals (clinicians and administrators alike) who embody specific values is absolutely essential to our purpose. Those critical core values for AFS are:

- **Impact:** Producing meaningful outcomes that make a true difference in the world.
- **Humanity:** Lead with compassion, humility, and curiosity.
- **Growth:** Vulnerably open to intense human development.
- **Wholeheartedness:** Bring your whole-self to every interaction.

All the healthcare professionals who are members of our team must embody these values. Indeed, these four values determine not only who we welcome onto our team, but who we promote, and under unfortunate circumstances, have to ask to leave our team. We do not feel these values are superior to others; healthcare professionals can be successful without embodying these specific attributes. However, for healthcare professionals to thrive at AFS, they must embody these four values at the deepest level of their being. Our values may not be right for everyone, but they are perfectly suited for us and our purpose.

These values have permeated the organization since our founding, and they have guided our care for decades. They will continue to guide our care for decades and centuries to come. There is an important duality that exists in our values: two are “head” values (Impact and Growth) and two are “heart” values (Humanity and Wholeheartedness). They work in perfect balance with each other to help us achieve our purpose. The “head” values represent the health component of our organization, whereas the “heart” values represent the care. We expressly do not over-index on the head or the heart; we seek to maintain a tightly aligned balance to ensure that health is always delivered with care.

We must be abundantly clear—only healthcare professionals who embody our values can be a part of our team. Talent, skill, and ability are far secondary to the values an individual embodies. After a requisite level of technical skill is established, the decision is solely values-based. We should be patient and intentional in hiring in order to ensure we’ve found a healthcare professional who embodies our values. As an organization, we must put our team members in positions where they can deepen their connection with them as often as possible. Likewise, if a team member violates our values, we must transition them off the team in a compassionate, but rapid, fashion.

The healthcare professionals on our team are unique human beings; they make us who we are as an organization, and they move us towards our purpose. Not everyone embodies the values, and that’s okay; we wish them well elsewhere. Those who do embody these values are welcomed to the team. We look forward to them flourishing in our environment while they help us work towards our purpose.

AFS Core Principles - Purpose & Values in Action

If our purpose is WHY we exist and our values are WHO we are, our core principles are HOW we act. Our core principles translate our purpose and values into action. While purpose and values can seem somewhat abstract and intangible, our principles are anything but that. They are the way we conduct ourselves in every moment of every day. They set expectations for organizational behavior and provide a clear understanding of how every member of the organization must act.

As with our purpose and values, we do not believe our principles to be superior to others. We do, however, believe they are superior for achieving OUR purpose and living OUR values. As such, these are non-negotiable standards of behavioral conduct in our organization. Unlike our purpose and values, however, our principles should be examined periodically to ensure the list is inclusive of all the necessary behavioral actions required to achieve our purpose and live our values. While we do not believe principles will be subtracted over time, we do expect the language to be modified in some cases to better reflect the specificity of the action taken. We do not expect the spirit of any principle to change. Likewise, as a learning organization,

we fully expect that we have left out important behavioral actions not captured in the principles. We look forward to adding those principles over time.

All of the principles and their associated definitions are listed below. Read them, memorize them, act on them, and live them in all aspects of your life. We believe you'll be better for it. Before we get to the list in its entirety, we must elevate one principle above all others:

Our Members' Health is Our Highest Obligation — Always Act Accordingly.

Every decision, action, and interaction must be grounded in what is best for the long-term health and well-being of the member. This is not situational, convenient, or conditional. It applies in moments of ease and moments of pressure; when it's simple and when it's hard. Compromise—even in the name of profit, popularity, or personal comfort—is unacceptable. To truly serve, we must relentlessly prioritize the member's health above all else, with courage, integrity, and unwavering conviction.

This principle is the filter through which all other principles must pass. If it doesn't first, foremost, and always force us to act in a manner that upholds Our Members' Health as Our Highest Obligation, then it is not the right action—full stop. After this principle, all other principles are in no particular order. This is an important distinction, because our principles have the most utility when used in ambiguous situations, where two (or more) principles can be in conflict. Principle conflict is not only very normal, but it's also very good. It causes us to think critically and make a thoughtful and principled decision. That said, the action or decision must be anchored in Our Members' Health being Our Highest Obligation. If it is not, it can never be the right action.

Finally, the principles must be used to unleash the autonomy of our team on a day-to-day basis. While our evidence-based clinical protocols are necessarily specific and not to be deviated from, all non-clinical procedures should have significant latitude and flexibility. We hire amazing purpose-driven, values-aligned team members. We need to maximize their autonomy by using the principles as guardrails for behavioral actions. Indeed, as long as team members are operating within the guardrails of our principles, they must be given the autonomy to take actions in a manner they feel aligns with the principles. Often they will take the correct action. In these cases, they should be praised and reminded of the principled nature of their action. In other cases, they'll be wrong. This is not an indictment of the person, but rather a misapplication of our principles. When this happens, guided self-reflection by management (rather than punishment) is an important and necessary developmental tool. Our principles unleash our team to help our members take back control of their health; they should always be used as the benchmark for action in every situation.

Core Organizational Principles

These govern the actions of all team members (management and non-management alike). They are the fundamental set of behavioral actions required of all team members, always.

- **Our Members' Health is Our Highest Obligation — Always Act Accordingly.**

Every decision, action, and interaction must be grounded in what is best for the long-term health and well-being of the member. This is not situational, convenient, or conditional. It applies in moments of ease and moments of pressure; when it's simple and when it's hard. Compromise—even in the name of profit, popularity, or personal comfort—is unacceptable. To truly serve, we must relentlessly prioritize the member's health above all else, with courage, integrity, and unwavering conviction.

- **Demand Excellence at ALL Times — Never Settle for Less and Never Compromise.**

Excellence is the standard we uphold in everything we do, whether big or small, seen or unseen. We are committed to delivering our best in every task, knowing that this unwavering dedication drives our success and fosters continuous growth.

- **Embody Radical Transparency and Relentless Accountability with Positive Intent.**
Transparency is the foundation of trust, growth, and high performance. We communicate openly, vulnerably, and constructively — always with the intent to support, improve, and uplift. Challenges are embraced as opportunities, and honest dialogue, delivered with care, fuels our growth. We hold ourselves and each other accountable to the values, principles, and behaviors that define who we are. Accountability flows in all directions, grounded in mutual respect and a belief in one another's positive intent. It's not about blame — it's about rising together.
- **Be Obsessed with Continuous Development.**
There is no finish line. Who we are today must never limit who we can become tomorrow. We demand uncompromising continuous development as individuals and as an organization. Complacency is the enemy—it breeds stagnation, entitlement, and mediocrity. Improvement must be active, intentional, and constant. Seek feedback. Crave challenge. Attack weaknesses. Evolve with urgency. The pace of your continuous improvement sets the ceiling for your impact. Continuous improvement isn't a suggestion—it's a requirement.
- **Maintain an Even Disposition Under all Circumstances.**
Things are never as bad as they seem. We are never as good as we think we are. There will always be ups and downs, with the downs often exceeding the ups. Maintain an achievement-oriented attitude no matter what the circumstances are. The journey is long, don't waste your energy on being overly excited or upset.
- **Outwork Everyone — It is the Ultimate Equalizer.**
The floor is set by innate ability and skill on the individual level. Likewise, the floor is set by resources and talent at the organizational level. Work ethic and the desire to outwork everyone sets the ceiling and the achievement that is possible at both the individual and organizational level. Never be outworked, always outwork others; when you do so, there is no ceiling.
- **Talk is Cheap — DO rather than Tell.**
Ideas are easy; execution is what truly matters. Focus on outcomes, not words. Bring solutions, not just problems. Identifying challenges is important, but offering potential solutions shows initiative and a constructive mindset. Even imperfect solutions signal your commitment to progress and help build your skill as a solutions-oriented team member.
- **Embrace Discomfort, Pursue Fulfillment, and Trust the Process.**
The toughest challenges often lead to the most profound transformations. See discomfort and pain as signs you're on the right path, and take bold action toward what pushes you the most. Focus on fulfillment over fleeting happiness, knowing that the most meaningful achievements arise from perseverance. Lean into difficulty, for it holds the greatest rewards. In mastering your craft and collaborating with passionate people to solve tough problems, you'll find fulfillment and success in the journey, not just the outcome. This is the emerging process that leads to transformative impact.
- **Lead with Extreme Ownership and Decisive Action.**
All important decisions are made with incomplete information. Gather what's reasonable, use foundational principles as your guide, and then act boldly. Own the results—good or bad—without excuses or blame. If things don't go as planned, take responsibility, address what went wrong, and extract every lesson. True growth and trust come from leading with decisive action and extreme ownership in every situation.
- **Do Not Present a Problem Without Providing a Potential Solution.**
Presenting problems alone, with no solution, is nothing more than complaining disguised as an observation. Do the hard work to analyze the problem and propose reasonable solutions. Even if your solution is wrong you can rest assured that your observation will be viewed as constructive AND you will improve your ability to be solutions oriented.

- **Be Evidence-Based in ALL Aspects of the Business.**

The existing and emerging scientific evidence is the foundation our business is built on. Respect the science, know the science, and apply the science in all aspects of business.

- **Aggressively and Urgently Pursue our Purpose, Without Fail, No Matter What.**

We pursue our purpose with bold action and unrelenting urgency. We don't wait for the right time — we create it. Every challenge is met head-on, with intensity, speed, and resolve. We move fast, push hard, and refuse to stall. Obstacles are inevitable. We go over, under, around, or through them — whatever it takes. This work isn't easy, and it's not supposed to be. But we stay focused, press forward, and deliver — because the health of the world depends on us.

Management Principles

These govern the actions of all management team members. While all managers are first and always expected to act in a manner consistent with the Core Organizational Principles, the Management Principles create another layer of behavioral actions used when making structural or functional decisions at the organization level. These are a second important layer of actions to take when managing the organization. The Core Organizational Principles are the first filter of action; after that filtration process, the action or decision should run through the Management Principles.

- **Use Values and Character to Determine Cultural Fit — NOT Skills.**

While appropriate baseline skills are necessary, they are insufficient in our transformative organization. Many skills are ubiquitous in modern society and they can always be taught and enhanced. The values and character traits listed below embody the unique human we seek to have as a part of the organization. All the skills on the planet don't make up for lacking our values and character traits.

- AFS Values:

- **Impact:** Producing meaningful outcomes that make a true difference in the world.
- **Humanity:** Lead with compassion, humility, and curiosity.
- **Growth:** Vulnerably open to intense human development.
- **Wholeheartedness:** Bring your whole-self to every interaction.

- AFS Character Traits:

- Humble
- Compassionate
- Curious
- Passionate
- Collaborative
- Team-Centric
- Opportunity-Seeking
- Growth-Oriented
- Service-Minded
- Outcome-Driven

- **Protect AND Elevate the Culture — It is Job #1.**

Our culture is our most foundational competitive advantage - it is how we embody our organizational purpose. It is built on a deep commitment to living our purpose, values, character traits, and principles in every action. We hire, promote, and fire not merely based on skills but on the strength of cultural alignment. We celebrate and elevate cultural alignment as the cornerstone of our success.

Misalignment with our culture is addressed directly and aggressively. Those who are not culturally aligned will be quickly removed, while those who are aligned have the opportunity to change the world with us.

- **Generously Support Cultural Fits on their Journey Towards Mastery.**

We are dedicated to cultivating the unique potential of each team member that is aligned with our

culture, embodies our values, and lives our principles to the fullest. In doing so, we strengthen our collective sense of purpose and deepen our connection to meaningful work, the ultimate fuel source for success.

- **Prioritize with Extreme Discipline by Identifying Bottlenecks.**

Progress is never uniform—there's always one limiting factor holding back the rest. Effective leaders identify and attack the bottleneck first, because that's where the greatest leverage lies. Without this focus, effort is wasted on low-impact tasks and momentum stalls. Whether it's a system flaw, a resource gap, or a personnel issue, always ask: *What is slowing us down the most?* Prioritize that. Solve that. Then move to the next constraint. Relentless focus on constraint-based prioritization ensures efficiency, alignment, and accelerated progress toward our vision.

- **Precisely Measure What Matters Most.**

Anything important to the organization must be objectively and precisely measured. Measures must include goals (lagging indicators) and KPIs (leading indicators) *AND* have one person accountable for the measure in order for it to be truly effective. Once goals and KPIs are established, they must be monitored closely and used to hold people accountable to achieving what matters most.

- **Measure Success Against our Purpose NOT our “Competitors.”**

We are transforming an industry, and progress towards that transformation is our measuring stick, not our so-called “competitors.” Don't get caught in the trap of asking if we're better than “them,” that is a race to the bottom. Measure how far we've come as an organization and how much farther we have to go to achieve our purpose - doing so is a transformative perspective.

- **Think Big Picture AND Focus on Details.**

All strategy and decisions should be zoomed out as broadly as possible to consider all implications. All execution should be focused intensely on the granular details. How we do anything, is how we do everything - see the big picture and details, always.

- **Function Follows Form — Create Proper Systems and Structures First.**

Outcomes and performance are mostly dependent on the operational systems and infrastructure of the organization. Nothing sustainable and scalable can be ad hoc. We do not merely rise to the level of our goals, we fall to the level of our systems.

- **Use the External Landscape as a Filter for Making Strategic Decisions.**

Organizational strategy thrives when it is shaped by the dynamic, interconnected factors outside the organization. Embracing a deep understanding of the world we operate in enhances strategy, drives clarity and positions us for long-term success.

Envisioned Future

The core ideology above is the stable foundation of the organization. It is unchanging and unwavering. While some of the words may change over the decades and centuries to come, the essential spirit and soul of everything above act as the rock on which we are built. They must be cherished, preserved, and elevated no matter the cost.

What is equally true is that we must be an innovative and adaptable organization if we are to maximally embody our purpose and values and live our principles. How we bring this core ideology to the world, how we serve society, will evolve as the needs of our society change. Because we endeavor to build an enduring service-based organization rooted in purpose over profit, evolution is eminently necessary. Future generations of managers must always preserve our core ideology while stimulating a level of innovation and change that always upholds Our Members' Health as Our Highest Obligation.

Therefore, what is found above is unlikely to change much. What is written below will (and absolutely must) evolve in the coming decades. What is laid out below is our best attempt, at present, to directionally orient the organization towards a path to embody our purpose and our values and live our principles.

Rebranding to Kinera Health

For the purpose of this document, we've referred to the organization's name as Applied Fitness Solutions. This name, along with many other organizational elements, is undergoing change. AFS will rebrand to Kinera Health in the fall of 2026, ushering a new era of healthcare through movement and lifestyle medicine. Until the rebrand is complete, we will refer to the organization as AFS.

Big Hairy Audacious Goal - 800 Locations by 2040

By 2040 AFS will have 800 locations, in the top 25 healthcare markets in America

In order to achieve our purpose, we believe that healthcare must be radically transformed. We are not looking to make a small dent in the current "healthcare" ecosystem. We are looking to create an entirely new way of practicing medicine by leading with health and care. In order to do this, scale will be required. Not just scale by our organization, but by others. There are far more people who need our form of healthcare than we will ever be able to reasonably serve. We believe we can be the catalyst for the scale.

The scale we seek to achieve is not anchored in profits; rather, it is firmly about our purpose: To help humanity reclaim ownership of their health by transforming the patient into the provider. We can't help all of humanity if we have 8, 10, or even 20 locations. We also can't help humanity effectively, and at a high quality, if we have 8000 locations. The sweet spot to maximally serve the world lies somewhere in between. The specific number may change over time as we better understand the market, but what is clear to us is two-fold: (1) we are creating the market, and (2) it is infinitely larger than one organization can effectively serve.

We also do not seek to maximize market share or beat our "competitors." As our Management Principle above mandates: Measure Success Against our Purpose NOT our "Competitors." We are looking to create a new healthcare market—the healthcare market that should have always existed. We invite other organizations on this market-creating journey with us. We look forward to them pushing us to innovate and grow in service of humanity. We look forward to doing the same for them.

To some, the goal of 800 locations might seem unrealistic or even impossible. While others might see the possibility, they may not see the steps. To both of those types of people, we happily say that is absolutely fine. There hasn't been a new market in the history of the world that wasn't met with naysayers and disbelievers. Likewise, no one (no matter how brilliant) has ever understood all the necessary steps to create that new market. What we do assuredly know is that we have a deep enough belief in our purpose that we care not what the critics say, and we have all the fortitude to persevere to find the answers to the steps needed to create and expand this much-needed market.

Finally, for those who work for AFS, if this BHAG doesn't both excite you tremendously while also causing a little fear and anxiety, we have not set a lofty goal. We feel for now the goal is more than sufficient. We reserve the right to change it when it's not. We encourage future generations of managers to adopt the same approach to goal-setting—be bold enough to excite and scare the organization equally, all in service of our purpose.

A Vision for Radical Healthcare Transformation

What is laid out in this document is not incremental improvement to our current "healthcare" system. It is not the latest value-based care trend or CMS innovation model. It is a radical healthcare transformation on the

most fundamental level. The notion of making the patient—not the center of the healthcare journey, but rather their own best provider of health on that journey—completely upends a centuries-old paradigm that absolutely must change. We sit at the precipice of not just a health crisis, but also an economic crisis that could literally bankrupt our nation. Healthcare costs are estimated to be near 50% of U.S. GDP by 2080. Imagine all of the other spending that crowds out: infrastructure, education, military defense—the list goes on. We will be a nation of unhealthy people in an unhealthy economy, with crumbling institutions and societal support. This path is not inevitable, and at AFS, we are boldly and fiercely dedicated to ensuring this is not our fate as a nation.

We envision a future where chronic disease falls and healthcare expenditures reduce. We envision a future where, rather than leading the world in healthcare spending while trailing in other metrics of health, America will be looked at as a global paragon of healthcare excellence. We envision a future where the whole of society (government, industry, academia, etc.) is myopically focused on making our population as healthy as possible. We envision a healthcare system where exercise physiologists, registered dietitians, and health coaches are elevated to the status of mission-critical provider, right alongside surgeons, doctors, and nurses. We envision their compensation and opportunity will be commensurate with their mission-critical status. We envision a future where exercise, dietetics, and health coaching are prescribed and reimbursed like all other healthcare interventions.

We envision a future where there isn't a need to distinguish between value-based care and fee-for-service, because value-based care is the standard of care. We envision a future where the healthcare workforce feels empowered to act in the best interests of their patients' health, rather than checking boxes on a computer screen to ensure their "claim" isn't denied. In our envisioned future, healthcare providers don't treat or manage disease—they heal. Because of this, in our envisioned future, healthcare providers aren't tired, burned out, and frustrated—rather they're enthusiastic, inspired, and purpose-driven.

Most importantly, in our envisioned future patients are no longer patients. They no longer feel like they have to wait patiently for a healthcare provider to give them their health back. They can boldly reclaim it themselves, along with their empowerment, their dignity, and their confidence. In our envisioned future, everyone has access to the only real and true form of healthcare—healthcare where movement, food, and social connection heal the very root cause of disease. In our envisioned future, the patient becomes their own best healthcare provider, with all the knowledge, tools, and resources they need to be successful. In this envisioned future, disparities in health diminish, and your genetic code becomes more important than your zip code. In our envisioned future, both movement and meals are viewed more favorably than surgeries and shots as a way to improve health. Finally, and critically, in our envisioned future each human being has sole ownership and agency over their own health. In this envisioned future, all humans have equal opportunity to lead healthy, flourishing, and fulfilled lives. Because of that, this envisioned future is not a dream—it is inevitable. We are humbled to be helping to create this envisioned future, and we look forward to being there as a supportive guide when it arrives.