

# 2016 Implementation Plan

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Primary Children's Hospital



Intermountain  
Healthcare

**Intermountain Primary Children's Hospital  
Implementation Plan  
2017 – 2019**



**Primary Children's Hospital  
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## Summary

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Intermountain Healthcare created a system-wide planning process to be used by each of its hospitals to address the health priority identified in the Community Health Needs Assessment (CHNA) to further its mission of helping people live the healthiest lives possible.<sup>®</sup> This implementation plan, a companion to the CHNA Report, outlines the community health improvement initiatives Intermountain Primary Children's Hospital will implement over the next several years.

The Patient Protection and Affordable Care Act (ACA) requires each not-for-profit hospital to conduct a CHNA every three years to identify significant health needs in the community, report impact of previous community health improvement initiatives, and to develop an implementation plan to address and measure community health improvement activities created to address the significant health need.

Primary Children's Hospital and Intermountain report compliance with the requirements on the IRS Form 990 Schedule H annually. Intermountain created CHNA reports and Implementation Plans for each of its 22<sup>1</sup> hospitals to make the documents publicly available.

Primary Children's Hospital completed the CHNA in collaboration with the Salt Lake County Health Department and the Utah Department of Health to identify health indicators, gather and analyze data, and prioritize the indicators to determine the significant health needs to address over the next several years. Based on that prioritization process, the hospital and Intermountain identified the priority health need as:

### **Prevention of depression, and prescription opioid misuse**

Results of the CHNA were used to develop a three-year plan outlining the health improvement initiatives to address the significant health need using evidence based programs. A process was used to identify evidence based programs that have worked nationally and would utilize assets within the Primary Children's Hospital community, Intermountain's Clinical Programs, and SelectHealth, Intermountain's not-for-profit health insurance company.

As a result, the hospital's initiatives combine local and Intermountain resources and create local community partnerships to improve health for low-income, underserved, and uninsured populations. The implementation plan includes a description of the resources Primary Children's Hospital has committed to the initiatives and how such resources will be augmented by collaborative partnerships in the hospital community. Outcome measures will be tracked quarterly over three years and reported annually through the evaluation process.

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<sup>1</sup> Intermountain owns and operates 21 hospitals in Utah and southeastern Idaho and manages Garfield Memorial Hospital, owned by Garfield County, in Panguitch, Utah. Intermountain included Garfield Memorial Hospital in its system-wide CHNA and Implementation Planning. For purposes of this report, reference will be made to 22 hospitals to include this hospital.

## Implementation Planning

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A comprehensive approach was used to identify community health improvement initiatives to address the identified health priority of prevention of depression and prescription opioid misuse in the hospital's implementation plan and throughout Intermountain hospitals.

### **Implementation Planning Governance and Collaboration**

Internal committees and an external advisory panel—all with experts in clinical care, public health, and human services—guided the implementation planning process to create health improvement initiatives in communities to address assessment results.

- The Community Health Improvement Guidance Council acted as the executive body to approve the community health improvement initiatives.
- The Community Benefit Steering Committee coordinated community health improvement initiatives.
- The CHNA Executive Committee provided oversight.
- An Implementation Planning Workgroup guided the identification of potential health improvement initiatives, developed tools for hospital planning meetings, and guided development of the hospital implementation plans.
- Primary Children's Hospital Implementation Team used tools to develop local health improvement initiatives and identify existing community programs.
- Community Benefit Managers have local accountability in each of their hospitals to coordinate planning meetings, identifying community partners, managing the initiatives, evaluation, and measuring and reporting outcomes.
- The Community Advisory Panel provided public health expertise for the health improvement initiatives throughout Intermountain. Membership was expanded during the health improvement planning to provide recommendations and review initiatives. The panel will continue meeting over the coming years to align education programs, public messaging, and measure and evaluate community health improvement initiatives.

Membership includes leadership from:

- Association for Utah Community Health (Utah's primary care association)
- HealthInsight (Utah's designated quality improvement organization and quality innovation network)
- Utah's public behavioral health system
- Utah's local health departments
- Utah Department of Health
- Utah Division Substance Abuse and Mental Health

### **Establishing Criteria for Community Health Improvement Initiatives**

After results of the CHNA were analyzed and the health priority was defined, criteria for community health improvement initiatives for the hospital community was developed utilizing existing resources scaled for population and aligned with other health improvement activities. The Intermountain Implementation Planning Workgroup was convened with clinical experts to identify and select effective initiatives to prevent depression, and prescription opioid misuse in our communities. The hospital created a local planning team to develop plans and community collaborations to implement strategies to address the health priority.

First, in preparation for the Implementation Planning Workgroup's task, Intermountain engaged students from the Harvard T. H. Chan School of Public Health Doctor of Public Health program to review Intermountain Primary Children's Hospital Implementation Plan

the literature on evidenced based programs that addressed the health priority and demonstrated health improvement. The team also conducted onsite assessments of Intermountain hospitals' existing programs, community resources, partners, programs, and interventions with recommendations for collaborations.

Second, the Primary Children's Hospital staff presented the CHNA results to hospital community stakeholder organizations, many of whom were later identified as collaborative partners. The hospital worked with them to create a comprehensive inventory of existing local programs and interventions to address the identified health priority. The community participants included:

- Advocates for Recovery Awareness
- Canyons School District
- Community Health Centers, Inc.
- Comunidas Unidas
- Family Counseling Center
- Fourth Street Clinic
- Health Access Project
- HealthInsight
- Hope Clinic
- Maliheh Clinic
- Midtown Community Health Center—  
South Salt Lake
- Mexican Consulate
- National Alliance on Mental Illness
- Polizzi Clinic
- Salt Lake County Health Department
- Sandy Senior Center
- Utah Department of Health
- Utah Partners for Health Utah
- Utah State Board of Education
- Valley Mental Health
- Voices for Utah Children
- Volunteers of America

The Implementation Planning Workgroup conducted an inventory of Intermountain Clinical Programs, Medical Group Clinics, and SelectHealth to identify evidence based practices with application to community health improvement initiatives. Each hospital's local Implementation Planning Team also held community meetings to complete an inventory of local community evidence based interventions focused on the health priority.

### **Selection of Community Health Improvement Initiatives**

The evidence based interventions within hospital services, the hospital community, and throughout Intermountain's service area were scored by the Implementation Planning Workgroup according to:

- Ability to implement and maintain fidelity to achieve anticipated outcomes
- Cost – total expense of the intervention (education materials, instructor, screening supplies, promotional materials, evaluation, and data management)
- Effectiveness – measure of improved health as a result of intervention
- Evidence based either through peer review, published researched, or validated outcomes
- Existing or potential to create community collaboration
- Health improvement – measure of change in a person's health status and how it can be maintained over a period of time
- Potential to influence public policy to improve health
- Reach – measure of people in the target population participating in intervention
- Sustainability – measure of how the intervention can be sustained over a period of time

The highest scoring hospital and community-based interventions were selected to address the health priority. The Primary Children's Hospital Implementation Planning Team met with community stakeholders to present the selected interventions and determine possible collaborations.

## Intermountain Community Health Improvement Initiatives

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Primary Children’s Hospital and Intermountain established a plan for implementing community health improvement initiatives in the hospital community to prevent depression and prescription opioid misuse for underserved, low-income children and adolescents. Initiatives are summarized below; the detailed framework with annual targets is in the Appendix.

### **Prevention of Depression**

Primary Children’s Hospital will adopt a comprehensive approach to diagnosing and managing depression by improving the expertise of the professional workforce (physicians, mental health therapists, teachers, and other youth services personnel) in diagnosing and managing depression and suicidal thoughts in children and adolescents. Accordingly, a curriculum will be developed with trainings offered to community partners.

Public messaging to improve awareness of the signs and symptoms of depression and suicide in youth will be promoted.

The hospital will create a Behavioral Health Network (BHN) in communities served by Intermountain hospitals and clinics for uninsured children and adolescents, which will include the use of telehealth. The BHN is a group of community health providers offering mental health services to uninsured people.

The networks, developed at other Intermountain hospitals for adults, have demonstrated effectiveness in improving access to care. Prior to implementation, only 23 percent of uninsured people received follow-up care with mental health providers within seven days. After implementing the networks in several Intermountain urban communities, evaluation showed that 95 percent of people who received care at an Intermountain hospital and then were provided resources to a network received follow-up care within seven days after hospital discharge.

### **Prevention of Prescription Opioid Misuse**

Primary Children’s Hospital will help prevent prescription opioid misuse through promoting the safe use, storage, and disposal of prescription opioids through offering drop boxes, a public awareness campaign, and donations to community partners to purchase Naloxone, an overdose reversal medication.

Though prescription opioid abuse is increasingly a concern across the U.S., Utah is especially at risk for its consequences as the death rate here exceeds the national rate, 22.4 percent compared to 14.7 in the U.S.<sup>1</sup> In Utah, there are more deaths from unintended prescription opioid overdose than firearms, falls, or motor vehicle crashes.<sup>2</sup> Each month there is an average of 24 adult deaths from prescription opioid abuse in Utah.<sup>3</sup>

The high rate of deaths from prescription opioids among Utah adults make youth vulnerable. Utah students in grades six, eight, and 12 who have used prescription drugs at least once in their lifetimes were asked how wrong their parents would feel it would be if they used prescription drugs not

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<sup>1</sup> State of Utah Behavioral Risk Factor Surveillance System (BRFFS), 2011, 2102, and 2013

<sup>2</sup> Violence and Injury Prevention Program, Utah Department of Health, 2014

<sup>3</sup> Ibid

prescribed to them; 43.7 percent answered “Not wrong at all.”<sup>4</sup> The need for health provider education to decrease prescribing prescription opioids and public education on safe use, storage, and disposal of prescription opioids is essential.

The hospital will work with community partners to maintain existing drop box (safe, secure, anonymous collection boxes for unused prescription medications). Public messaging on safe use and disposal of unused prescription medications will continue through 2019.

## Evaluation

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Primary Children’s Hospital and Intermountain investigated various evaluation tools and selected the RE-AIM<sup>5</sup> methodology for evaluation of the community health improvement initiatives. This method evaluates the following elements:

**Reach** – the number of people in a target population affected by the initiative

**Effectiveness** – measurement of improved health

**Adoption** – partners and sites who adopted the initiative in ongoing delivery services

**Implementation** – critical activities and process to ensure fidelity

**Maintenance** – sustainability of the health initiative

A tool kit was developed for evaluating the initiatives including defining the data points for process and impact measures, data collection methods and analysis, reporting results, and evaluation review. Primary Children’s Hospital will report goal progress and impact annually.

## Resources for Community Health Improvement Initiatives

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Primary Children’s Hospital and Intermountain committed resources to address the health priority. Budget for the community health improvement initiatives includes:

- Designing and implementing public awareness messaging campaigns
- Offering education and materials to community partners
- Hiring and training staff for community-based screening events and education
- Offering financial support for safety net clinic health providers to participate in professional education on the prevention of depression, and prescription opioid misuse
- Purchasing Naloxone kits and donating to community agencies
- Contributing cash to community not-for-profit agencies to support efforts to address the health priority
- Providing supplies for community-based health assessment events

Primary Children’s Hospital will support staffing community health education to maximize resources and utilize existing education materials for the two focus areas of the health priority. Measurement and evaluation of each initiative will be coordinated by existing hospital staff. These resources will complement community resources identified during the planning process.

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<sup>4</sup> Student Health and Risk Prevention 2015 Prevention Needs Assessment Survey Results, State of Utah Department of Human Services Division of Substance Abuse and Mental Health, November 2015

<sup>5</sup> *Applying the RE-AIM Framework to Intervention Planning and Evaluation*. P.A. Estabrooks et al. BMC Public Health, April 2014.

Primary Children’s Hospital and Intermountain have the opportunity to impact the prevention of depression, and prescription opioid misuse through the delivery of healthcare in its community. The CHNA informed the development of community health improvement initiatives which were then aligned with hospital clinical goals. The hospital’s Community Benefit staff and the clinical teams will continue to work together to ensure these community health improvement initiatives impact our community where they live, work, worship, and play, and when they seek care from our clinical teams.

## **Other Needs Identified in CHNA**

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The Primary Children’s Hospital CHNA also identified access to healthcare among the top five needs in the assessment. Access was not identified as a high priority for Primary Children’s Hospital because the issue is part of ongoing hospital and Intermountain initiatives described below. Since Primary Children’s Hospital is a pediatric specialty hospital, its focus is on identifying and addressing health priorities of children and adolescents. Intermountain’s other 21 hospitals identified prevention of prediabetes and high blood pressure as health priorities. The implementation plans can be accessed through the list in the Appendix.

Primary Children’s Hospital and Intermountain provide ongoing community health education and collaborations with community partners promoting healthy behaviors, increasing physical activity, and healthy nutrition to decrease the risk of developing prediabetes and high blood pressure in adulthood.

### **Access to Healthcare Services**

Primary Children’s Hospital and Intermountain continue to provide access to healthcare services for low-income and uninsured people in communities served by its hospitals and clinics through its Financial Assistance program and by supporting and operating clinics to eliminate barriers in accessing care for underserved people in our communities.

- People presenting in Intermountain hospitals and clinics may receive medically necessary services regardless of ability to pay and are assisted with applying for Financial Assistance and government programs for which they are eligible. In 2015 Primary Children’s Hospital provided over \$13.7 million (gross) in Financial Assistance in more than 12,360 cases.
- Intermountain has agreements with 35 clinics serving people below 200 percent of Federal Poverty Guidelines to provide vouchers for diagnostic imaging, lab tests, and certain specialty care services. In 2015, more than 10,000 vouchers were provided to these clinics for services in Intermountain clinics and hospitals.
- Intermountain provides grants through Intermountain Community Care Foundation to Federally Qualified Health Centers and other safety net clinics in excess of \$3.5 million per year to help increase access to a regular place for comprehensive medical care for low-income and uninsured people.

## Conclusion

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The Primary Children's Hospital Implementation Plan was reviewed and adopted by its Governing Board as required by the Affordable Care Act.

Primary Children's Hospital staff is grateful for the support of community members and agencies for their participation in developing community health improvement initiatives in the hospital's community. The hospital will conduct its next CHNA in 2019 and will develop health improvement initiatives to address identified health priorities in that assessment and will continue collaborations to improve the health of our community.

## Acknowledgement

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This implementation plan is the result of collaboration and support of the state and local health departments, state and local mental health and substance abuse authorities, school districts, universities, safety net providers, and local not-for-profit human service agencies. We recognize the invaluable contribution and support, from Intermountain's clinical experts, programs, and services. Many more partners will be important to the community health improvement initiatives. We look forward to working together to improve community health.

### **For more information about the Implementation Plan:**

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## Appendix A

### Primary Children’s Hospital Community Health Improvement Initiatives 2017 – 2019

Intermountain resources	Community partnerships	Supporting activities	Yearly targets
<b>Focus Area: Prevention of depression</b>			
<b>Initiative: Create access to behavioral health services for children and adolescents</b>			
<ul style="list-style-type: none"> <li>• Cash contributions to create a child and adolescent Behavioral Health Network (BHN)</li> <li>• Messaging on signs and symptoms of depression and suicidality in children and adolescents</li> </ul>	<ul style="list-style-type: none"> <li>• Utah State Board of Education</li> <li>• The Children’s Center</li> <li>• Polizzi Clinic</li> <li>• Utah Division of Child and Family Services</li> <li>• Utah Division of Substance Abuse and Mental Health</li> <li>• Voices for Utah Children</li> <li>• Federally Qualified Health Centers (FQHCs)</li> <li>• Local school districts</li> <li>• Not-for-profit behavioral health clinics</li> <li>• Local mental health authorities</li> </ul>	Create a statewide child and adolescent Behavioral Health Network	2018: Develop BHN infrastructure including telehealth capabilities 2019: Implement BHN, provide at least 1,200 visits/year
		Provide public messaging on depression and suicidal thoughts in children and adolescents	2017 - 2018: Develop public messaging campaign 2019: Implement public messaging campaign
<b>Initiative: Offer education and materials on, childhood and adolescent depression to community-based providers</b>			
<ul style="list-style-type: none"> <li>• Develop treatment curriculum for child and adolescent depression and suicide</li> <li>• Training for community partners</li> </ul>	<ul style="list-style-type: none"> <li>• University of Utah Department of Pediatrics</li> <li>• University of Utah Department of Psychiatry</li> <li>• Utah Division of Substance Abuse and Mental Health</li> <li>• Utah State Office of Education</li> <li>• Voices for Utah Children</li> <li>• Local Mental Health Authorities</li> <li>• Local school districts</li> <li>• Federally Qualified Health Centers</li> <li>• Not-for-profit behavioral Health Clinics</li> </ul>	Provide expertise, resources, and education to community providers	2017: Develop curriculum; offer at least two trainings 2018 – 2019: Offer at least five trainings yearly

Intermountain resources	Community partnerships	Supporting activities	Yearly targets
<b>Focus Area: Prevention of prescription opioid misuse</b>			
<b>Initiative: Support prevention of prescription opioid misuse</b>			
<ul style="list-style-type: none"> <li>Disseminate information on the Use Only As Directed campaign</li> <li>Cash contributions for drop boxes</li> </ul>	<ul style="list-style-type: none"> <li>Use Only as Directed</li> </ul>	Disseminate public messaging on safe use, storage, and disposal	2017: Distribute throughout hospital community
		Cash contributions to maintain drop box in hospital community pharmacy	2017 - 2019: Maintain existing drop box; monitor for pounds collected annually
<b>Initiative: Make Naloxone rescue kits available to underserved community members</b>			
<ul style="list-style-type: none"> <li>Cash contributions to purchase Naloxone rescue kits</li> </ul>	<ul style="list-style-type: none"> <li>Utah Naloxone</li> </ul>	Fund Naloxone rescue kits	2017 – 2019: Provide funding each year, monitor number of kits distributed

\*Projections and activities are based on current understanding about the interest and capacity of community partners and pricing of supplies and products available in 2016. This plan may change in accordance with changes in those variables.

## Appendix B

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### Intermountain Healthcare Hospitals Community Health Needs Assessments and Implementation Plans

#### **Alta View Hospital in Sandy, Utah**

<https://intermountainhealthcare.org/locations/alta-view-hospital/hospital-information/alta-view-hospital-chna/>

#### **American Fork Hospital in American Fork, Utah**

<https://intermountainhealthcare.org/locations/american-fork-hospital/hospital-information/american-fork-hospital-chna/>

#### **Bear River Valley Hospital in Tremonton, Utah**

<https://intermountainhealthcare.org/locations/bear-river-valley-hospital/hospital-information/bear-river-valley-hospital-chna/>

#### **Cassia Regional Hospital in Burley, Idaho**

<https://intermountainhealthcare.org/locations/cassia-regional-hospital/hospital-information/cassia-regional-hospital-chna-report/>

#### **Cedar City Hospital in Cedar City, Utah**

<https://intermountainhealthcare.org/locations/cedar-city-hospital/hospital-information/cedar-city-chna-report/>

#### **Delta Community Hospital in Delta, Utah**

<https://intermountainhealthcare.org/locations/delta-community-hospital/hospital-information/delta-community-hospital-chna-report/>

#### **Dixie Regional Medical Center in St. George, Utah**

<https://intermountainhealthcare.org/locations/dixie-regional-medical-center/hospital-information/dixie-regional-chna-report/>

#### **Fillmore Community Hospital in Fillmore, Utah**

<https://intermountainhealthcare.org/locations/fillmore-community-hospital/hospital-information/fillmore-community-hospital-chna-report/>

#### **Garfield Memorial Hospital in Panguitch, Utah**

<https://intermountainhealthcare.org/locations/garfield-memorial-hospital/hospital-information/garfield-memorial-hospital-chna-report/>

#### **Heber Valley Hospital in Heber City, Utah**

<https://intermountainhealthcare.org/locations/heber-valley-hospital/hospital-information/heber-valley-hospital-chna-report/>

#### **Intermountain Medical Center in Salt Lake City, Utah**

<https://intermountainhealthcare.org/locations/intermountain-medical-center/hospital-information/intermountain-medical-center-chna-report/>

#### **LDS Hospital in Salt Lake City, Utah**

<https://intermountainhealthcare.org/locations/lds-hospital/hospital-information/lds-hospital-chna-report/>

#### **Logan Regional Hospital in Logan, Utah**

<https://intermountainhealthcare.org/locations/logan-regional-hospital/hospital-information/logan-regional-hospital-chna-report/>

#### **McKay-Dee Hospital in Ogden, Utah**

<https://intermountainhealthcare.org/locations/mckay-dee-hospital/hospital-information/mckay-dee-hospital-chna-report/>

**Orem Community Hospital in Orem, Utah**

<https://intermountainhealthcare.org/locations/orem-community-hospital/hospital-information/orem-community-hospital-chna-report/>

**Park City Hospital in Park City, Utah**

<https://intermountainhealthcare.org/locations/park-city-hospital/hospital-information/park-city-medical-center-chna-report/>

**Primary Children’s Hospital in Salt Lake City, Utah**

<https://intermountainhealthcare.org/locations/primary-childrens-hospital/hospital-information/primary-childrens-hospital-chna-report/>

**Riverton Hospital in Riverton, Utah**

<https://intermountainhealthcare.org/locations/riverton-hospital/hospital-information/riverton-hospital-chna-report/>

**Sanpete Valley Hospital in Mount Pleasant, Utah**

<https://intermountainhealthcare.org/locations/sanpete-valley-hospital/hospital-information/sanpete-valley-hospital-chna-report/>

**Sevier Valley Hospital in Richfield, Utah**

<https://intermountainhealthcare.org/locations/sevier-valley-hospital/hospital-information/sevier-valley-hospital-chna-report/>

**TOSH-The Orthopedic Specialty Hospital in Murray, Utah**

<https://intermountainhealthcare.org/locations/the-orthopedic-specialty-hospital/hospital-information/tosh-chna-report/>

**Utah Valley Hospital in Provo, Utah**

<https://intermountainhealthcare.org/locations/utah-valley-hospital/hospital-information/utah-valley-chna-report/>

# INTERMOUNTAIN HEALTHCARE HOSPITALS

