

**Intermountain Health | American Fork Hospital**

# 2026 Implementation Strategy

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# Executive Summary

In accordance with the Patient Protection and Affordable Care Act (ACA), Intermountain Health conducted a Community Health Needs Assessment (CHNA) in 2025 to identify data-driven health needs in the hospital service area. By regularly assessing and prioritizing health needs, the hospital can work collaboratively to address health disparities and improve the overall health of the community.

This Implementation Strategy guides efforts to address the health needs identified in the CHNA. It outlines programs and activities that align with

public health entities and community collaborators, defines data-identified needs, and provides an inventory of resources.

Intermountain Health adheres to all applicable laws and continuously reviews regulatory requirements to ensure compliance. Accordingly, we may adjust our CHNA processes and Implementation Strategy as regulations change.

**The CHNA and Implementation Strategy are publicly available on [Intermountain's website](#).**

## 2025 Significant Health Needs



## Health Equity and Community Health

Intermountain Health's mission – helping people live the healthiest lives possible – includes everyone and requires valuing, understanding, and including the backgrounds and experiences of people in the communities we serve. Health equity is the principle of pursuing the highest possible standard of health by focusing on improving the well-being of our most vulnerable communities.

Our Community Health Needs Assessment process is driven by data. We look carefully at public health data to understand the prevalence of health issues in our communities and where those issues create the greatest disparities or differences in health outcomes. We talk with residents, community-based organizations, and

local leaders to understand how health disparities connect and how they affect individuals and families across the lifespan. With an understanding of the needs our communities face, we develop a Community Health Implementation Strategy that directs our resources to remove barriers and invest resources where they will have the greatest impact. Using data and community input to identify the greatest needs and targeting our approach to meeting those needs is health equity in action.

As a healthcare system, employer, and community leader, Intermountain Health is committed to helping people live the healthiest lives possible.

## Intermountain Health

Headquartered in Utah with locations in six primary states and additional operations across the western U.S., Intermountain Health is a nonprofit system of 33 hospitals, 409 clinics, a medical group of nearly 5,000 employed physicians and advanced care providers, a health plan division called Select Health with more than one million members, and other health services.

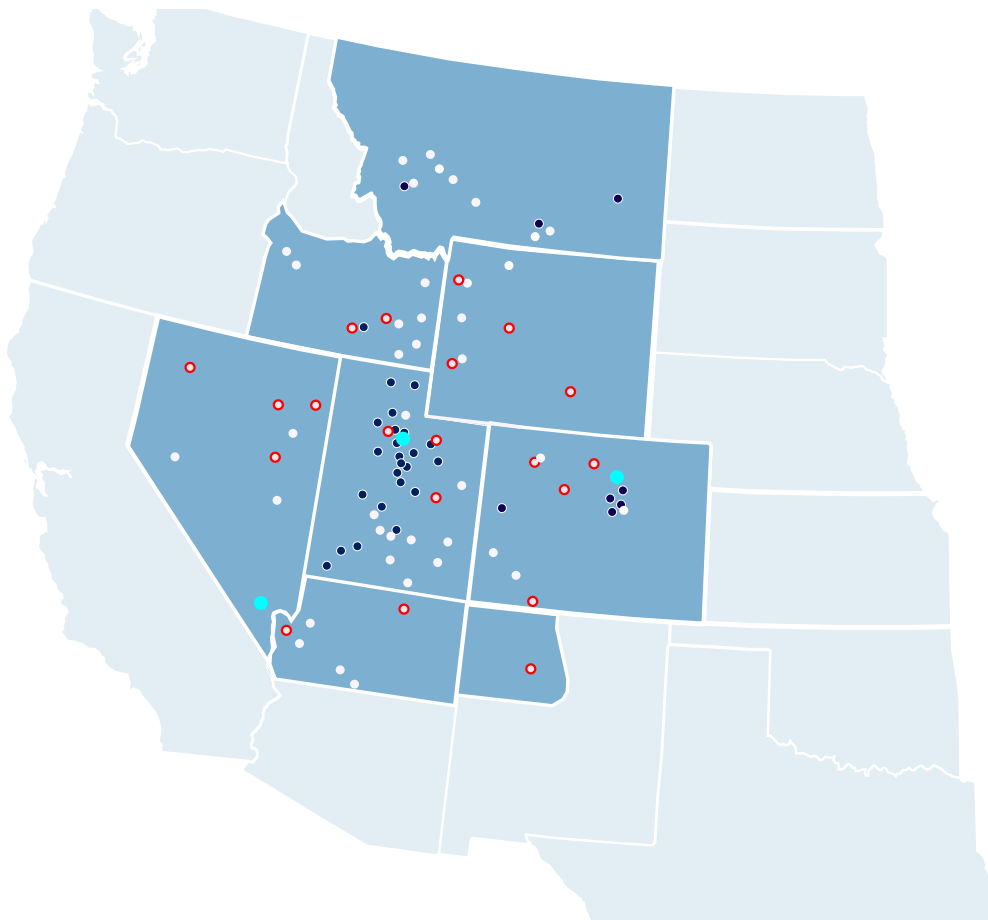
With more than 68,000 caregivers on a mission to help people live the healthiest lives possible, Intermountain is committed to improving community health and is widely recognized as a leader in transforming healthcare. We strive to be the model health system by taking full clinical and financial accountability for the health of more people, partnering to proactively keep people well, and coordinating and providing the best possible care.

### Our Mission

Helping People Live the  
Healthiest Lives Possible®

### Our Values





Intermountain is headquartered in Salt Lake City, Utah, with regional offices in Broomfield, Colorado, and Las Vegas, Nevada.

- Hospitals
- Region Headquarter
- Affiliate/Outreach Partnerships
- Classic Air Medical Bases

*Intermountain Health's 400+ clinics are not highlighted on the map*

## Intermountain Health by the Numbers



**6 Primary States**  
(UT, NV, ID, CO,  
MT, WY)



**33 Hospitals**  
Including One Virtual  
Hospital



**4,700+**  
Licensed Beds



**1.1 Million**  
Select Health  
Members



**409**  
Clinics



**68,000+**  
Caregivers



**\$17.15 Billion<sup>1</sup>**  
Total Revenue



**4,800+**  
Employed Physicians  
& APPs

# American Fork Hospital

American Fork Hospital in American Fork, Utah, opened its doors in 1937. It is a nationally recognized community hospital accredited by Joint Commission and the American Society of Radiation Oncology. It also has been recognized several times as one of America's top 100 hospitals. It offers high quality inpatient and outpatient medical care, including emergency services, intensive care, Cancer Center, orthopedics, neurology, pulmonology, kidney care, gastroenterology, and labor and delivery with a Level II neonatal intensive care unit.

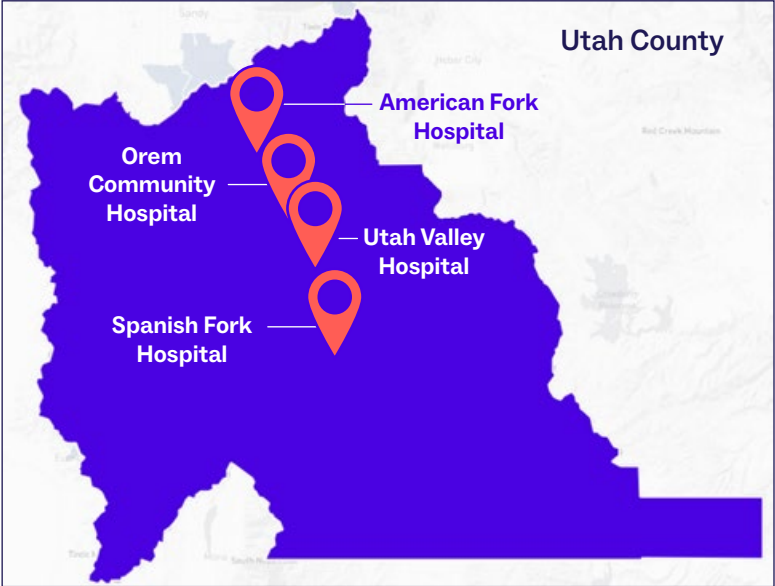


# Community Profile

## Service Area

The primary service area is determined geographically by the ZIP codes where most patient admissions originate. It is also defined by the populations served at the hospital including underrepresented, underserved, and low-income community members.

| County | Zip Code                                                                                                                                                                                                         |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Utah   | 84003, 84004, 84005, 84013, 84020, 84032, 84042, 84043, 84045, 84057, 84058, 84059, 84062, 84097, 84601, 84602, 84603, 84604, 84605, 84606, 84626, 84626, 84629, 84633, 84651, 84653, 84655, 84660, 84663, 84664 |



# Community Demographics

| Demographic Factors                             | Service Area | Utah      | United States |
|-------------------------------------------------|--------------|-----------|---------------|
| Population                                      | 683,622      | 3,331,187 | 332,387,540   |
| Persons Under 18 Years                          | 32.2%        | 28.3%     | 22.2%         |
| Persons 65 Years and Over                       | 7.8%         | 11.6%     | 16.8%         |
| Female Persons                                  | 49.3%        | 49.4%     | 50.5%         |
| High School Graduate or Higher (age 25 years+)  | 95.4%        | 93.3%     | 89.4%         |
| Persons in Poverty (100% Federal Poverty Level) | 8.7%         | 8.6%      | 12.4%         |
| Median Household Income (2023 dollars)          | \$96,877     | \$91,750  | \$78,538      |
| Persons without Health Insurance (under age 65) | 7.7%         | 8.7%      | 8.6%          |
| White, not Hispanic or Latino                   | 78.9%        | 75.7%     | 58.2%         |
| Hispanic or Latino                              | 13.9%        | 15.4%     | 19.0%         |
| Black or African American                       | 0.6%         | 1.0%      | 12.0%         |
| Asian                                           | 1.4%         | 2.3%      | 5.8%          |
| American Indian and Alaska Native               | 0.3%         | 0.7%      | 0.5%          |
| Native Hawaiian and Other Pacific Islander      | 0.8%         | 0.9%      | 0.2%          |
| Two or More Races                               | 3.9%         | 3.6%      | 3.9%          |
| Households Where Spanish is Primary Language    | 14.5%        | 12.1%     | 13.0%         |

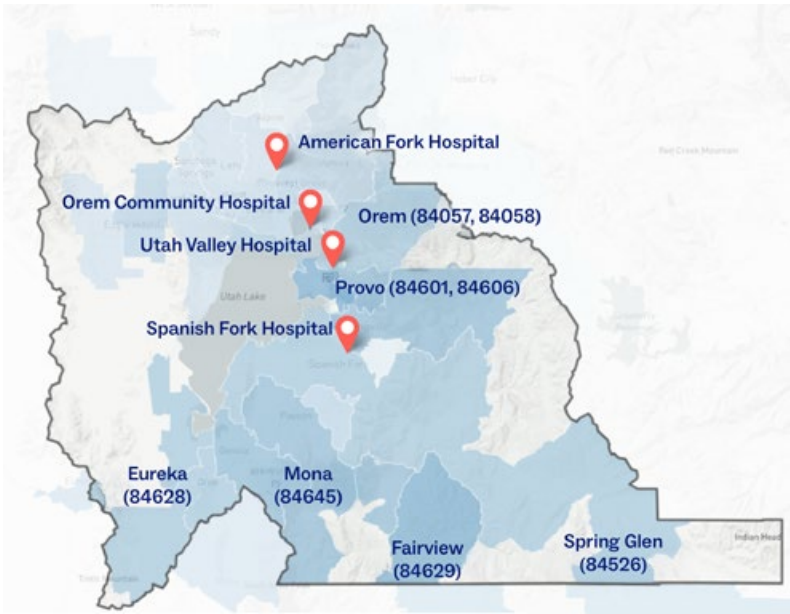
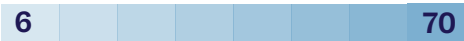
A demographic snapshot of the service area compared to Utah and the United States (Source: U.S. Census Bureau: American Community Survey, 2019-2023)

## Area of Deprivation Index (ADI)

The Area of Deprivation Index (ADI) is a ranking of neighborhoods by socioeconomic disadvantage. It includes factors of income, education, employment, and housing quality. ADI compares each ZIP code in the state on a scale from 0 to 100 and higher values represent more health disadvantages. The Implementation Strategy will focus on high ADI communities, when possible, to invest resources and improve community health.

In the service area, the overall ADI is 26 and ranges from 6 to 70 across ZIP codes. This compares to an ADI of 30 in Utah and 48 in the U.S. The following communities have the highest ADI: Spring Glen, Fairview, Provo, Eureka, Mona, and Orem.

2023 Utah County | 26 Average ADI



Metopio | Ties © Mapbox, Data source: University of Wisconsin - School of Medicine and Public Health: Neighborhood Atlas



# CHNA Process

The CHNA prioritization methodology began with analyzing secondary data while gathering primary data through public and stakeholder surveys. These findings were presented at community input

meetings to inform the prioritization process, including input from community members representing diverse backgrounds and experiences.

## PRELIMINARY HEALTH NEEDS

### Childhood injury

Injuries are the leading cause of death and disability in children (ages 0 to 18 years).

### Chronic diseases

Heart disease, cancer, stroke, and respiratory disease are leading causes of death in the service area.

### Financial security

Almost 9% of residents are making below 150% the federal poverty level.

### Food security

84% of the households in poverty are not receiving federal food benefits, compared to 76% in the state and 59% in the nation.

### Healthcare access

The uninsured rate is 8% in the service area and is highest among residents ages 18 to 39 years at 10%.

### Housing stability

29% of households spend over a third of their income on housing costs.

### Mental health

Almost one in four adults reported being diagnosed with depression.

### Substance use and addiction

The drug overdose rate is 12 deaths per 100,000 people in the service area.

The CHNA concluded with the application of validated analysis and scoring models that produced the final significant health needs. There were instances when additional health needs were

identified, unified under one heading, or prioritized. The CHNA report was reviewed and approved by Intermountain Regional Board in November 2025.

## SIGNIFICANT HEALTH NEEDS



**Improve  
Behavioral Health**



**Invest in Social  
Drivers of Health**



**Increase  
Access to Care**



**Prevent Childhood Injury and Illness**



## Health Needs Being Addressed

The preliminary health needs that were prioritized as significant health needs:

|                             |                                                                                  |
|-----------------------------|----------------------------------------------------------------------------------|
| Childhood injury            | Prioritized as a significant health need as part of childhood injury and illness |
| Financial security          | Prioritized as a significant health need as part of social drivers of health     |
| Food security               | Prioritized as a significant health need as part of social drivers of health     |
| Healthcare access           | Prioritized as a significant health need as part of access to care               |
| Housing stability           | Prioritized as a significant health need as part of social drivers of health     |
| Mental health               | Prioritized as a significant health need as part of behavioral health            |
| Substance use and addiction | Prioritized as a significant health need as part of behavioral health            |

## Health Needs Not Being Addressed

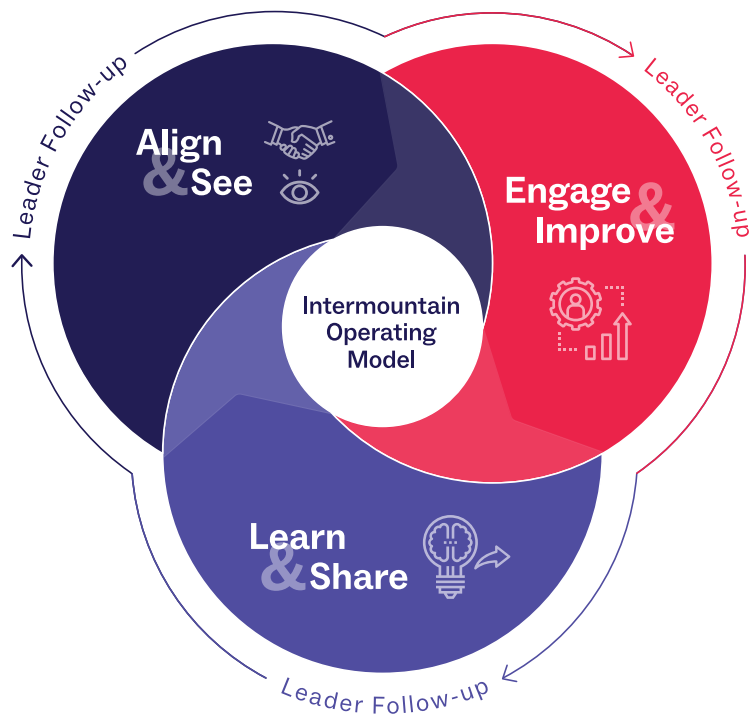
Intermountain Health is not addressing all the preliminary health needs identified during the CHNA in the Implementation Strategy. The following health needs were not prioritized due to resource constraints, ability and expertise, existing efforts by other organizations, or lack of effective solutions; however, they remain important to the health of the community and are supported through clinical operations and programs, community benefit reportable activities, community outreach, and other collaborative efforts.

|                        |                                                                                                                                                                                                                                                                                        |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chronic diseases       | Intermountain Health offers comprehensive clinical services for diabetes and endocrinology, including nutritional education, preventive care, and treatment. Additionally, local health departments provide community-based interventions through Diabetes Prevention Programs.        |
| Community safety       | Intermountain Health continues to contribute to community safety through community benefit activities and ongoing engagement with local and state leaders committed to improving public health and safety, including injury and safety programing through Primary Children’s Hospital. |
| Health insurance costs | Intermountain Health works closely with community leaders and partner organizations to connect individuals with available resources, advocate for affordability, and promote health equity allowing individuals access to affordable healthcare regardless of insurance status.        |

# Evaluation

Evaluation is an essential component of the Implementation Strategy process at Intermountain Health. It provides insight into the effectiveness of each strategy, identifies areas for improvement, and ensures there is a measurable and meaningful impact on the significant health needs in communities.

Intermountain continuously monitors performance on Implementation Strategies using the Intermountain Operating Model, a fully integrated framework that drives our culture of continuous improvement to maximize impact in the communities we serve. Successful performance will show the reach of activities and resources to communities with data-identified needs, changes in individual behaviors or attitudes, and removal of barriers to health. Additionally, we will use evidence-based and evidence-informed programs to ensure we improve anticipated health outcomes.



## Implementation Strategy: Improve Behavioral Health

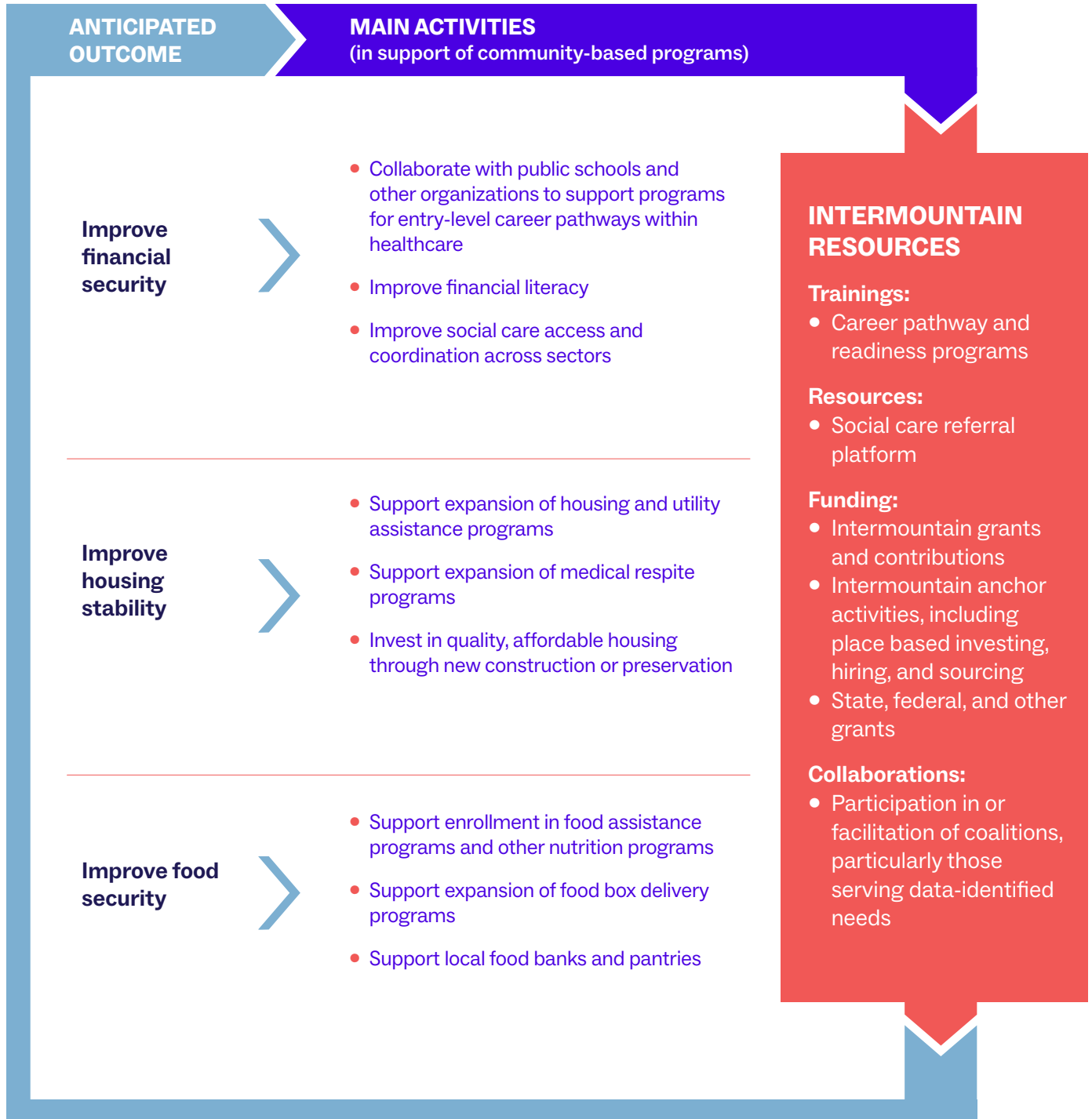
**AIM STATEMENT:** By the end of 2028, improve behavioral health at the individual, household, and community levels with measurable outcomes to increase awareness, improve help-seeking behaviors, improve access to community-based resources, and strengthen support networks. CHNA data will be used to direct resources and programs to reduce health disparities across the lifespan.



### APPENDIX: COMMUNITY RESOURCES TO ADDRESS SIGNIFICANT HEALTH NEEDS

## Implementation Strategy: Invest in Social Drivers of Health

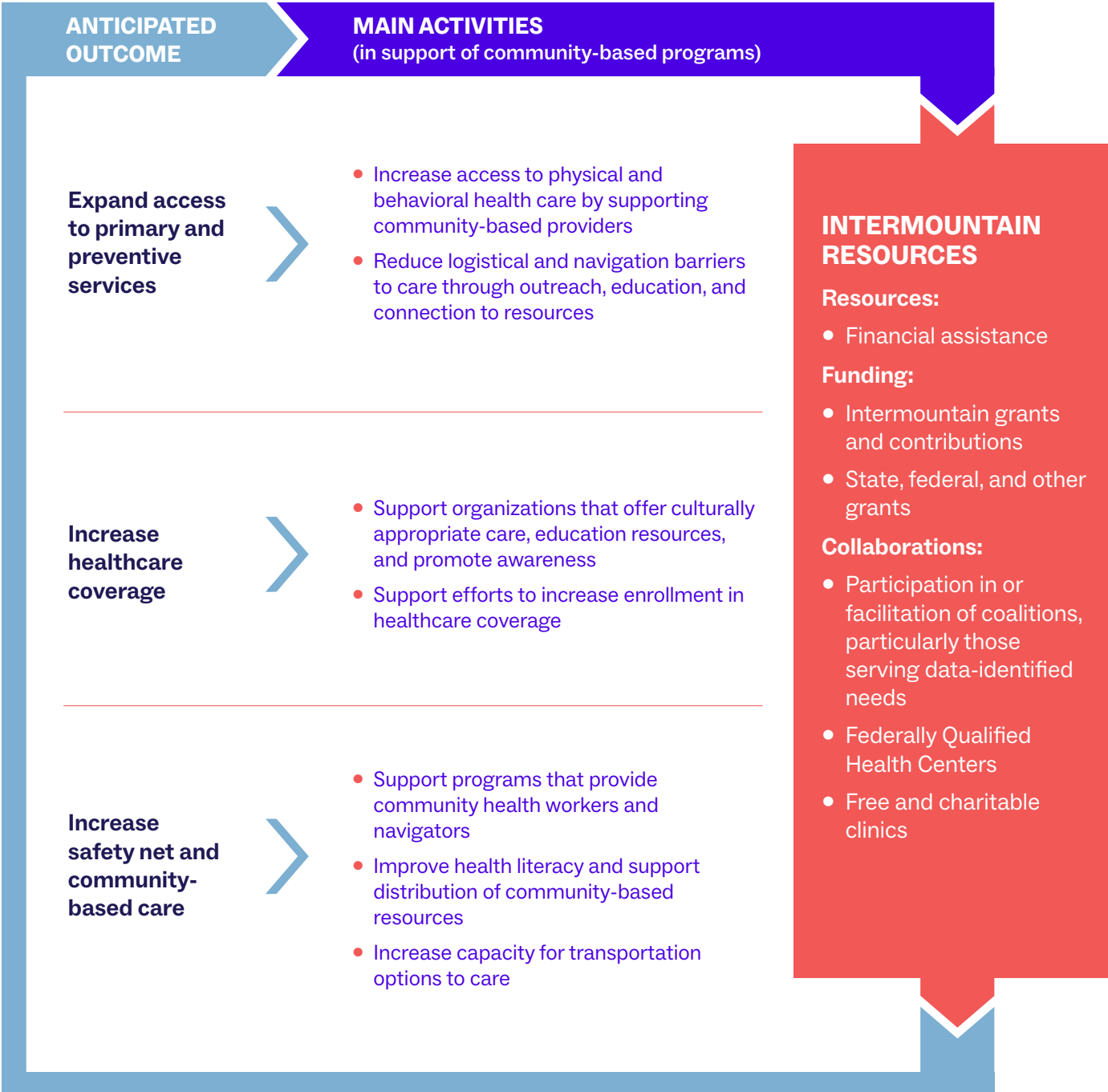
**AIM STATEMENT:** By the end of 2028, invest in social drivers of health at the individual, household, and community levels with measurable outcomes to increase utilization of community-based programs, strengthen network of resources, and improve self-efficacy and behaviors. CHNA data will be used to direct resources and programs to reduce health disparities across the lifespan.



### APPENDIX: COMMUNITY RESOURCES TO ADDRESS SIGNIFICANT HEALTH NEEDS

# Implementation Strategy: Increase Access to Care

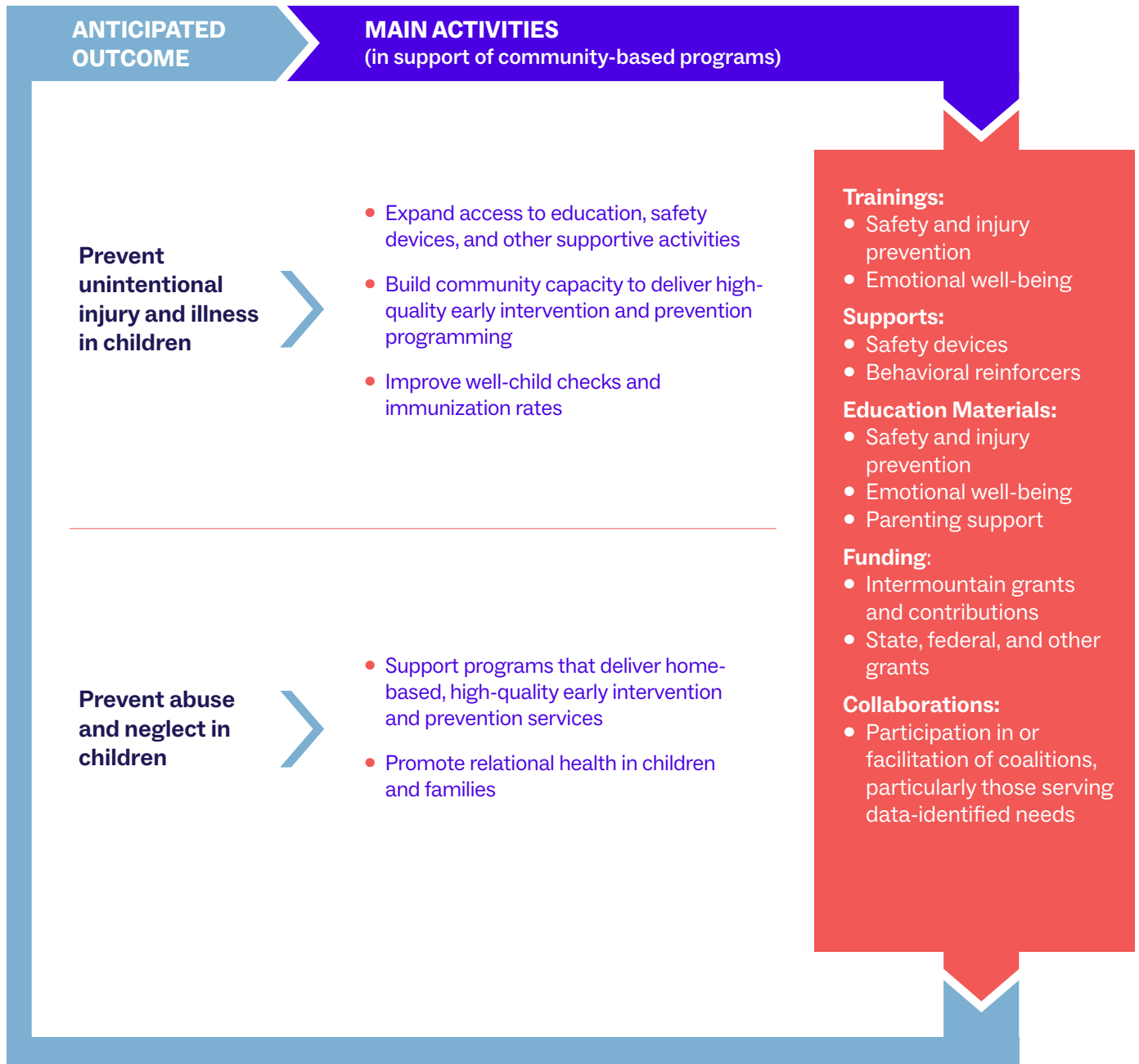
**AIM STATEMENT:** By the end of 2028, increase access to care at the individual, household, and community levels with measurable outcomes to expand provider capacity, increase outreach, strengthen community collaborations, and improve health knowledge and self-efficacy. CHNA data will be used to direct resources and programs to reduce health disparities across the lifespan.



## APPENDIX: COMMUNITY RESOURCES TO ADDRESS SIGNIFICANT HEALTH NEEDS

## Implementation Strategy: Prevent Childhood Injury and Illness

**AIM STATEMENT:** By the end of 2028, prevent childhood injury and illness at the individual, family, and community levels with measurable outcomes to strengthen protective factors, increase awareness, improve safety behaviors, and strengthen community collaborations. CHNA data will be used to direct resources and programs to reduce health disparities.



### APPENDIX: COMMUNITY RESOURCES TO ADDRESS SIGNIFICANT HEALTH NEEDS

# Appendices

## Community Resources

### Community Resources to Address Significant Health Needs

| Significant Health Need                     | Organization                                              | Summary of Resources                                                                                                                                                                                                                         |
|---------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improve Behavioral Health</b>            | Local Mental Health Authorities                           | Mental health therapy, case management, group therapy, and trainings. Individual and group services on a sliding fee scale that support access for low-income individuals.                                                                   |
|                                             | Substance Use Disorder Treatment Centers                  | Organizations that provide Medication Assisted Treatment (MAT) programs for individuals with substance use disorder.                                                                                                                         |
|                                             | County Health Departments                                 | Provide prevention programming and harm reduction.                                                                                                                                                                                           |
|                                             | Peer-Support Substance Use Organizations                  | Peer recovery coaching, family support services, and social supports.                                                                                                                                                                        |
| <b>Invest in Social Drivers of Health</b>   | Nonprofit Housing Organizations                           | Housing and utility assistance, emergency and respite shelter, case management, and workforce development.                                                                                                                                   |
|                                             | Housing Authorities                                       | Affordable housing and support, case management, and transition services.                                                                                                                                                                    |
|                                             | County and State Government Agencies                      | Local workforce centers, government programs like Women, Infants and Children (WIC), and collaboration on economic stability strategies.                                                                                                     |
|                                             | Nonprofit Food Organizations                              | Community-based organizations that provide food assistance programs, local food banks, and pantries.                                                                                                                                         |
|                                             | Nonprofit Employment and Economic Stability Organizations | Community-based organizations that provide training programs leading to employment pathways, financial literacy education, and wrap-around support for people experiencing poverty.                                                          |
| <b>Increase Access to Care</b>              | Federally Qualified Health Centers                        | Community-based organizations that provide comprehensive primary medical, dental, and behavioral healthcare regardless of ability to pay and insurance status.                                                                               |
|                                             | Safety Net Clinics                                        | Community and school based primary care services including medical, behavioral health, and dental for low-income and uninsured residents.                                                                                                    |
|                                             | Nonprofit Community Organizations                         | Navigation and application assistance for public programs, including government and other health insurance.                                                                                                                                  |
|                                             | Nonprofit Transportation Organizations                    | Transportation services that improve access to care.                                                                                                                                                                                         |
|                                             | Government Agencies                                       | Enrollment assistance for numerous types of public benefits related to access, income, and insurance coverage.                                                                                                                               |
|                                             | Law Enforcement and Corrections                           | Connection to medical, behavioral health, and social support services.                                                                                                                                                                       |
| <b>Prevent Childhood Injury and Illness</b> | Early Childhood Government Agencies                       | In-home services, health and wellness support, and child protection.                                                                                                                                                                         |
|                                             | Nonprofit Community-Based Organizations                   | Assistance in connecting children and families experiencing poverty, abuse, neglect, or crisis to social services and other community resources. Supervision and programs for children focused on safety, health, learning, and development. |
|                                             | Child Behavioral Health Organizations                     | Specialized pediatric behavioral health providers who serve children and youth.                                                                                                                                                              |
|                                             | Education Organizations and Schools                       | Youth mental health resources, promotion of injury prevention and mental well-being, and career pathways leading to economic stability.                                                                                                      |



# Intermountain Health

## CHNA Glossary

| Term                                            | Definition                                                                                                                                                                                                                               |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Activity or Program</b>                      | Evidence-based actions to address each significant health need.                                                                                                                                                                          |
| <b>Community Health Needs Assessment (CHNA)</b> | Triennial review and analysis of unmet or significant health needs in the communities served by Intermountain Health; it informs the development of the Implementation Strategy and all of Intermountain Health's Community Health work. |
| <b>Evaluation</b>                               | Assessment of results from actions taken to address significant health needs.                                                                                                                                                            |
| <b>External Stakeholder</b>                     | Organizations, government agencies, individuals, and other entities outside Intermountain Health that will be influential in the success of or impacted by the CHNA and Implementation Strategy.                                         |
| <b>Health Disparity</b>                         | Data-identified and preventable differences in the burden of disease, injury, violence, or opportunities to achieve optimal health experienced by communities.                                                                           |
| <b>Health Equity</b>                            | Foundational and embedded across Intermountain Health's approach to health improvement is the principle of pursuing the highest possible standard of health by focusing on improving the well-being of our most vulnerable communities.  |
| <b>Health Needs</b>                             | Unmet community health needs identified during the CHNA.                                                                                                                                                                                 |
| <b>Health Indicators</b>                        | Specific health discrepancies identified by data within the health needs (i. e. , frequent mental distress as an indicator within behavioral health).                                                                                    |
| <b>Health Outcome</b>                           | Anticipated impact of strategies on significant health needs.                                                                                                                                                                            |
| <b>Implementation Strategies (IS)</b>           | A written plan to address health needs prioritized in the CHNA; it includes activities, collaborations, resources, funding, and the anticipated impact on data-driven needs.                                                             |
| <b>Internal Stakeholder</b>                     | Departments, teams, and other functions of Intermountain Health that will be influential in the success of or impacted by CHNA and Implementation Strategy.                                                                              |
| <b>Primary Data</b>                             | Information gathered directly from sources including stakeholder and resident surveys, interviews, and community and stakeholder meetings.                                                                                               |
| <b>Secondary Data</b>                           | Information gathered by third parties, typically public health agencies, government agencies, or large studies.                                                                                                                          |
| <b>Significant Health Needs</b>                 | Community health needs prioritized during the CHNA that are addressed in the Implementation Strategy.                                                                                                                                    |

**To submit written comments or request a paper copy, please email [IH\\_CommunityHealth@imail.org](mailto:IH_CommunityHealth@imail.org)**

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