THE POWER
OF AN IDEA
Achieve the Possibilities

2019 Report to the Community
"We can change the world and make it a better place. It is in our hands to make a difference.”
— Nelson Mandela

Powerful ideas have propelled all the major advances that have helped Intermountain Healthcare succeed since its founding. Since 1975, clinical quality has always been a driver behind our ideas. In recent years, and to further our mission, we have made it a priority to look further upstream, working to protect people’s health before they ever come into a doctor’s office or hospital. Intermountain is a leader in healthcare delivery, disease prevention, affordability, and a myriad of other priorities shared by every health system in America.

Intermountain has a history of powerful ideas that help improve people’s lives, one life at a time. The power behind an idea is unlimited. Ideas help us improve so we can better help others.

Ideas spark change. They propel us forward so we can make a difference and help people live the healthiest lives possible. Each improvement we’ve made over the last year started with an idea.
A Message From Our Board Chair and CEO

We’re facing the greatest test of our generation. Our world and our way of life have been shaken by the COVID-19 pandemic that has gripped our communities. Together, we’ve had the privilege to offer those we serve a steady and comforting hand during this time of crisis. The safety and well-being of our patients and our caregivers remain our top priorities.

This commitment to safety and quality began long ago and results showed a significant leap forward in 2019. Last year, our system’s Vizient quality and safety ratings improved notably from 2018. At the same time, our caregivers suffered far fewer injuries than the year prior. Building on this strong foundation, and leveraging the power of ideas, we’ve accelerated our move to modern care delivery. Our strategy not only offered a better consumer experience, it also put us in a far stronger position to respond to a worldwide pandemic. Our investments in telehealth better prepared us for the need to deliver care from a distance—when distance itself would become a primary means of keeping people healthy. Through our investments in the social determinants of health, we’re learning that a healthy person begins with a healthier community. We continue to learn that we cannot do this alone. Public officials, community partners, and religious institutions are invaluable partners as we aspire to lift the health of our communities.

Grounded in our fundamentals and committed to modern care delivery, we’re pioneering new frontiers in medicine while finding new people to serve. We’ve expanded our work into genomics by launching HerediGene, which is the largest and most comprehensive DNA mapping effort from a single population to date in the United States. The initiative is helping us understand the human genome and is enhancing our ability to prevent and treat diseases such as breast cancer, colon cancer, and heart disease. At the same time, we acquired HealthCare Partners Nevada, so we can serve more people through our model of population health and value-based care.

Our mission-driven approach remains consistent no matter how much the ground shifts beneath our feet. Our country and our organization have weathered wars, recessions, financial panics, and now a pandemic. We find our strength during these times where we always have—with one another. We remain firmly positioned to serve our communities throughout it all. Undeterred and unleashed, our vision remains crystal clear. We will always work hard to keep people healthy and will always be here to care for them when they’re sick. We’re grateful for all the caregivers who delivered a successful 2019 to help position us to serve our communities for what’s ahead.

Gail Miller
Chair, Intermountain Healthcare Board of Trustees

Marc Harrison, MD
President and CEO, Intermountain Healthcare
“Decide what you stand for. And then stand for it all the time.”
— Clayton M. Christensen

Intermountain Healthcare is a Utah-based, not-for-profit system composed of 24 hospitals, 210 clinics, a Medical Group with 2,800 employed physicians and advanced-practice clinicians, a health insurance company called SelectHealth, and 41,700 caregivers* (which makes us Utah’s largest private employer). Intermountain is widely recognized as a leader in transforming healthcare by using evidence-based best practices to consistently deliver high-quality outcomes at sustainable costs.

About INTERMOUNTAIN

Intermountain Healthcare | Report to the Community 6

Our Service Area

Mission
Helping people live the healthiest lives possible*

Vision
Be a model health system by providing extraordinary care and superior service at an affordable cost.

Values
Integrity: We are principled, honest, and ethical, and we do the right thing for those we serve.

Trust: We count on and support one another individually and as team members.

Excellence: We perform at the highest level, always learning and looking for ways to improve.

Accountability: We accept responsibility for our actions, attitudes, and health.

Mutual Respect: We embrace diversity and treat one another with dignity and empathy.

2,862 Licensed beds
24 Hospitals (includes one virtual hospital)
210 Clinics
2,800 Employed doctors & advanced practice providers
5,100 Affiliated physicians
41,700 Caregivers*
900,100 SelectHealth members

*All people employed at Intermountain are unified in mission and are referred to as caregivers.
February
Intermountain provided 700+ free blood lead screening tests to Sandy residents.

February
Intermountain became a founding sponsor for Mountain West Mother’s Milk Bank.

March
Aria View Hospital, Cedar City Hospital, Logan Regional Hospital, and Utah Valley Hospital named to IBM Watson Health’s Top 100 Hospitals list.

April
Intermountain President and CEO, Marc Harrison, MD, named to Fortune Magazine’s Top 50 World Leaders list.

April
Intermountain Precision Genomics awarded the 32nd Governor’s Medal for Science and Technology, the highest civilian award bestowed by the state in those fields.

February
Mikelle Moore, Chief Community Health Officer, Intermountain Healthcare, named to Modern Healthcare’s Top 25 Women Leaders list.

May
JD Power and Associates again named SelectHealth the top-rated health plan in the Mountain Region for Commercial Health Plan Customer Satisfaction.

June
“Take Pride in Your Health” — Intermountain and SelectHealth were the official medical sponsor for the Utah Pride Festival.

June
Intermountain acquired Healthcare Partners Nevada, based in Las Vegas, Nevada.

June
Intermountain ranked among Forbes’ list of America’s Best-in-State Employers.

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Intermountain Healthcare and deCODE genetics launched HerediGene: Population Study.

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February
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August
Dr. Lincoln Nadauld, Executive Director, Intermountain Precision Genomics, named to Modern Healthcare’s list of Top 25 Innovators.

September
David Flood, President, Intermountain Foundation, received the S. Seymour award, the Association for Healthcare Philanthropy’s highest recognition of excellence and outstanding leadership in healthcare philanthropy.

October
Intermountain received the Green Business Leadership Award from Utah Business Magazine, recognizing the initiatives to enhance sustainability efforts and numerous green projects.

November
Intermountain’s Supply Chain Organization received its second consecutive Master Level recognition by Gartner.

December
Intermountain President and CEO, Marc Harrison, MD, named to Modern Healthcare’s 100 Most Influential People in Healthcare list.

October
Patients at Riverton Hospital were the first to receive a Civica-produced medication, Vancomycin Hydrochloride for Injection, USP.

November
Intermountain Healthcare | Report to the Community

Safety:
Patients and caregivers experience Zero Harm.

Quality:
Always deliver evidence-based care that meets each individual’s healthcare goals and leads to top performance nationally.

Patient Experience:
Patients and customers have an Intermountain experience that leads to lasting loyalty.

Engaged Caregivers are at the Heart of Intermountain Healthcare

At Intermountain Healthcare, we serve everyone and welcome everyone to serve. In 2019, our caregiver engagement scores improved significantly which is a reflection of hundreds of leaders embracing and cultivating the skills, passions, and backgrounds of our diverse teams. The correlation between engaged teams and exceptional consumer experiences, including safe and high-quality outcomes, is well documented. This is why Caregiver Engagement is central to our Fundamentals of Extraordinary Care and helping our patients and members live the healthiest lives possible.
Mother Receives First Left Lobe Liver Transplant in Utah From Son

For Mother’s Day, Gwen Finlayson’s son, Brandon, decided to give her part of his liver. In 1991, Gwen was diagnosed with autoimmune hepatitis, which is when the body’s immune system turns against the liver cells. Five years later, she was diagnosed with cirrhosis of the liver and told she would need a transplant within three years. As it turns out, she didn’t need one until 2019. Through Intermountain’s Living Donor Liver Transplant Program, Brandon was able to donate.

Dr. Manuel Rodriquez-Davalos worked alongside specialists at Intermountain’s Transformation Center to create a 3D-printed model of Brandon’s liver. This model allowed surgeons to perform a precision liver surgery. Normally, the surgery takes the right lobe of a healthy liver from donor to recipient. With 3D imaging and the 3D model, they were able to obtain a left lobe graft for a safer, faster recovery. Both Gwen and Brandon are healthy and getting right back to their lives.

Rural Hospital Treated Large Tour Bus Crash

In September 2019, a tour bus carrying 30 Chinese tourists crashed near the small town of Panguitch, Utah. Intermountain’s Garfield Memorial Hospital immediately prepared for its largest influx of seriously injured patients to date. With virtual help from Intermountain’s Telehealth Critical Care command center in Murray, Utah, the in-person team was able to efficiently and effectively triage patients, provide care for some, and transport others to other Intermountain hospitals.
Developed Best Practices for Vaping-Related Injuries

With new e-cigarette or vaping-associated lung injuries and deaths, researchers at Intermountain developed best-practice treatment guidelines. The guidelines help caregivers quickly identify and treat patients who develop this potentially fatal respiratory injury.

New Process and Technology Finds Breast Tumors Faster

With a streamlined process and new technology, patients with abnormal mammograms or breast lumps are able to get answers faster. The combination of offering a same-day biopsy with advanced technology means results that used to take several weeks or months, are now provided in just a week or two.

Now, our caregivers use a radar reflecting marker called SAVI Scout to place a reflector at the tumor site before a surgical biopsy. During the biopsy, surgeons use the technology to detect the location of the reflector allowing for better precision. This means a quicker surgery for the patient, saving them time and money.

Clinical Statistics

Intermountain Healthcare operates 24 hospitals (including a virtual hospital) in Utah and Idaho. Intermountain also operates 210 clinics in Utah, Idaho, and Nevada, and urgent care facilities that are run by physicians as part of the Intermountain Medical Group.

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acute Admissions</strong></td>
<td>138,639</td>
<td>133,772</td>
<td>144,397</td>
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<tr>
<td><strong>Births</strong></td>
<td>23,062</td>
<td>20,292</td>
<td>20,407</td>
</tr>
<tr>
<td><strong>Inpatient Surgeries</strong></td>
<td>46,526</td>
<td>38,416</td>
<td>38,802</td>
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<tr>
<td><strong>Outpatient Surgeries</strong></td>
<td>115,490</td>
<td>124,117</td>
<td>124,732</td>
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<tr>
<td><strong>InstaCare Visits</strong></td>
<td>97,724</td>
<td>96,392</td>
<td>96,913</td>
</tr>
<tr>
<td><strong>Emergency Room Visits</strong></td>
<td>59,549</td>
<td>49,722</td>
<td>51,629</td>
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</table>

*Clinical statistics for 2017, 2018, and 2019 do not include data from HealthCare Partners Nevada operations.
Castell Provides Value-based Care Platform for Others

When value-based care is adopted, it rewards providers, lowers costs for payers, improves the experience for patients, and makes communities healthier. That is why in 2019 Intermountain Healthcare launched Castell, a new comprehensive health platform company that makes the move to value-based care simple for providers, payers, health systems, and accountable care organizations across the nation. Castell is built on Intermountain’s success in managing health — specifically, a proven value-based clinical care model called Reimagined Primary Care. We’ve built on that knowledge to create a best-in-class health platform with a comprehensive suite of offerings. Castell delivers impactful analytic and service solutions designed to accelerate organizations’ transition from volume to value, improve outcomes, and keep costs more affordable — so all can succeed in the future of healthcare.

Intermountain Enters Nevada Market with Major Acquisition

Intermountain took a big step forward in 2019 on its strategic growth strategy by acquiring HealthCare Partners Nevada, a leading physician group and affiliate network in the greater Las Vegas area. HealthCare Partners Nevada has 1,500 affiliate providers and employs 320 physicians and advanced practice providers at over 50 clinics across southern Nevada that provide primary, specialty, and urgent care services.

The addition of HealthCare Partners Nevada aligns well with Intermountain’s strategy for smart growth and for delivering more value — in the form of better quality, accessibility, and affordability — to more people. These added operations in southern Nevada represent what Intermountain believes is the best way forward for healthcare, focusing on ways to keep communities well. Since our teams came together as one in June 2019, we have been working to integrate operations, learn from one another, and combine their unique strengths to provide extraordinary health services to patients.

Going forward, Intermountain will continue to evaluate and consider growth opportunities that make sense strategically and support its mission.
Global Collaboration to Research Human Genomes

Intermountain teamed with de-CODE genetics, a wholly owned subsidiary of Amgen, to study new connections between genetics and human disease. Our initiative is called HerediGene: Population Study. It is the most comprehensive DNA mapping effort in the United States from a single population. The study will analyze the genomes of half a million people throughout Utah, Idaho, and Nevada. Its purpose is to better understand the human genome to help uncover insights into some of the most debilitating diseases.

The research is expected to have global impacts on medications, treatments, and healthcare innovations. It’s our hope that this will advance care for generations to come.

Progress in Stabilizing Generic Drug Supplies

In 2019, Civica Rx established headquarters in Lehi, Utah. The not-for-profit generic drug company grew to include approximately 50 health systems as members, representing more than 1,200 U.S. hospitals in 46 states and over 30 percent of all licensed U.S. hospital beds. It announced three pharmaceutical company partnerships for critical medicines used daily by hospitals in emergency care, surgery, pain management, and in treating hypertension. It also delivered its first products to Intermountain Riverton Hospital where patients were the first anywhere to be treated with a Civica-produced medication, Vancomycin.

By the end of the year, it had 18 products in production being shipped to hospitals around the country. In addition to reducing chronic shortages and stabilizing the supply of generic drugs within hospitals, Civica Rx is expanding its mission to also focus on the affordability of generic medications outside the hospital setting.

Advancing Care with Robotic-Assisted Thoracic Surgery

With the new da Vinci Xi surgical system, Intermountain performed robotic-assisted surgery for benign and malignant tumors of the lungs, esophagus, and chest wall. For thoracic surgeons who operate in small areas, this allows for more accuracy.

This surgery is performed through three to four small incisions. The surgeon uses a 3D high-definition viewer to see the surgical area and operates the hand and foot controls that move the machine. Overall, patients have smaller scars and faster recoveries so they can get back to their lives as soon as possible.
“Great leaders don’t set out to be leaders; they set out to make a difference. It’s never about the role, always about the goal.”

— Jeremy Bravo

The best healthcare in the world can’t make a difference if people can’t access it — or afford it. That’s why Intermountain has reorganized around two basic premises: First, we’re in the business of keeping people well. Second, when people are sick, we want to ensure they have access to the best possible care for the lowest possible cost.

SelectHealth Integrated Behavioral Health

SelectHealth made significant progress in addressing gaps in coverage, our provider network, and access to qualified behavioral health services. We’ve added qualified, credentialled providers with expertise in substance abuse, suicidal ideation, postpartum depression, and the needs of the LGBTQ community, among many others. Our network has grown to nearly 1,900 mental health providers, with 250 more in process. SelectHealth has one of the largest and most comprehensive provider networks in Utah, for both behavioral health and substance abuse services.

Access & Affordability

Greater ACCESS, greater affordability

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Addressing Social Needs Outside Clinic Walls

The Alliance for the Determinants of Health provides a data-driven understanding of community needs. A social needs assessment is administered in the clinical setting to establish a baseline of social needs. This opens a dialogue about barriers participants face outside clinic walls. Participants who report moderate to severe social need are offered the support of a Community Health Worker (CHW). The needs assessment guides the prioritization of next steps as the CHW and participant make a plan and set goals. In September 2019, the Alliance hit a milestone by screening the 100th participant. The top social needs in the Alliance geographies are transportation, food insecurity, housing, and dental care. More than 300 referrals have been given, such as helping a participant in a rural area receive prescription delivery and shepherding a person experiencing homelessness through the paperwork to secure permanent housing.

Promoting Mental Wellbeing to Prevent Suicide

Promoting mental wellbeing to prevent suicide, Intermountain’s Zero Suicide initiative helps people navigate crises and get access to timely, effective care. Our work in 2019 involved new pilots and protocols in clinical contexts like the emergency department and SelectHealth member services. It also focused on our community of 41,700 caregivers. Cultivating a mentally healthy organization involves responding effectively in the aftermath of traumatic events and creating a coordinated approach to promote mental wellbeing in everyday lives. More than 30,000 caregivers and 14,000 community members completed at least one Intermountain-supported training this year to enhance their confidence and competence in supporting others in times of mental and emotional distress.

Making Good Progress in Addressing the Opioid Epidemic

<table>
<thead>
<tr>
<th>Long-term pain (chronic)</th>
<th>Short-term pain (acute)</th>
<th>Naloxone kits funded and distributed</th>
<th>Pounds of medications collected</th>
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<tbody>
<tr>
<td>2,158,100</td>
<td>598,900</td>
<td>1,900</td>
<td>10,000</td>
</tr>
<tr>
<td>Reduction of 2,757,000 Opioid Tablets Prescribed</td>
<td></td>
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</tr>
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</table>

Free Blood Lead Testing for Community

Residents of Sandy, Utah, were potentially exposed to lead in 2019 as a result of the city’s water contamination. While the duration of the potential exposure to lead from this incident was brief, Intermountain alongside the Salt Lake County Health Department provided no-cost blood lead testing for the community. Though the exposure is unlikely to have any long-term health impacts, we wanted to help alleviate concerns and rebuild confidence in the community.
Here, Kids Win

Intermountain Primary Children’s Hospital often meets kids during their weakest moments. It’s also when their true strength is revealed. With the help of our specialists, more children are able to win. And each victory is unique. The number of children we serve continues to grow rapidly, and their needs continue to change and become more complex. With Intermountain’s unique combination of the free-standing Primary Children’s Hospital and our network of clinics and hospitals, we are in a position to extend excellence in pediatric care across the Intermountain West.

Our partnerships within the community continue to expand. Many of our community service activities are based on Community Health Needs Assessments we conducted in collaboration with local leaders. We determined three long-term health needs including improve mental wellbeing, prevent avoidable disease and injury, and improve air quality. Our continued commitment to the community showed through support of the vulnerable members of our community.

Intermountain is also expanding access to our services to children and their parents across the Intermountain West.

A Community United in Generosity

It was a historic year of giving to the Intermountain Foundation, with generous donors stepping up to contribute a record $106.7 million.

Leading this charitable outpouring was a transformational gift from Intermountain Board Chair, businesswoman, and civic leader Gail Miller. She and her family committed $50 million to the Intermountain Foundation in support of Intermountain’s Primary Promise — a once-in-a-generation initiative that will distinguish Utah as a national model for the delivery of healthcare to children.

The Millers’ gift is the largest ever committed by the Miller Family to any project and it’s inspiring others to give notable seven- and eight-figure contributions. It’s also spurring continued support for the Foundation’s ongoing mission to help Intermountain Healthcare provide the highest quality, compassionate patient care, lifesaving research, and leading-edge medical education.

There are many types of contributions. Whether endowments, planned gifts, bequests, or support of Foundation events and fundraisers, donations to the Intermountain Foundation bring miracles to life, benefitting countless children and families throughout our communities for generations to come.

"Intermountain Healthcare's plan is impactful and innovative and will improve our collective health through a finite focus on children. Our family is committed to enriching lives and doing good in our communities. We understand from personal experience how important it is to have the highest quality healthcare available to address the needs of children. Our family recognized the need to be involved in this historic model health system." — Gail Miller

2019 Community Health Snapshot*

<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Community clinic visits</td>
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<tr>
<td>School clinic visits</td>
<td>19,600</td>
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<tr>
<td>Total diagnostic vouchers</td>
<td>20,900</td>
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<tr>
<td>Total value of vouchers</td>
<td>$16,543,600</td>
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<tr>
<td>Total charity care cases</td>
<td>303,200</td>
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*Detailed information on page 25
<table>
<thead>
<tr>
<th>NAME OF HOSPITAL</th>
<th>LOCATION</th>
<th># BEDS</th>
<th>CHARITY CARE</th>
<th>CASES</th>
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<tr>
<td>Alta View Hospital</td>
<td>Sandy, Utah</td>
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<td>4,645</td>
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<td>American Fork Hospital</td>
<td>American Fork, Utah</td>
<td>88</td>
<td>2,952,234</td>
<td>5,987</td>
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<td>Bear River Valley Hospital</td>
<td>Tremonton, Utah</td>
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<td>St. George, Utah</td>
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<td>28,128,697</td>
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<td>Layton Hospital</td>
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<td>Burley, Idaho</td>
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<td>Cedar City Hospital</td>
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<td>Delta Community Hospital</td>
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<tr>
<td>Garfield Memorial Hospital &amp; Clinics</td>
<td>Panguitch, Utah</td>
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<td>Heber Valley Hospital</td>
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<td>Richfield, Utah</td>
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<td>1,952,624</td>
<td>3,554</td>
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</table>

**2019 Charity Care**

Financial assistance provided to people unable to pay.

### Urban Hospitals
1. Alta View Hospital
2. American Fork Hospital
3. Bear River Valley Hospital
4. Dixie Regional Medical Center
5. Intermountain Medical Center
6. Layton Hospital
7. LDS Hospital
8. Logan Regional Hospital
9. McKay-Dee Hospital
10. Orem Community Hospital
11. Primary Children's Hospital
12. Riverton Hospital
13. The Orthopedic Specialty Hospital
14. Utah Valley Hospital

### Rural Hospitals
15. Cassia Regional Hospital
16. Cedar City Hospital
17. Delta Community Hospital
18. Fillmore Community Hospital
19. Garfield Memorial Hospital & Clinics
20. Heber Valley Hospital
21. Park City Hospital
22. Saratoga Valley Hospital
23. Sevier Valley Hospital

### Medical Group
- **Total Charity Care**: $227,537,747

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**As a not-for-profit health system, Intermountain Healthcare is governed by more than 400 representatives of the community who volunteer their time and expertise to keep us attuned to the needs of everyone who relies on us. Our trustees serve without pay on 19 governing boards and 13 community development boards.**

One result of their leadership is stability, which is a major benefit we offer to people in all the communities we serve and to all the members of our team. Intermountain Healthcare is a forever organization.

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*"You can't build a great building on a weak foundation. You must have a solid foundation if you're going to have a strong superstructure."* — Gordon B. Hinckley

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1. Urban and rural designations reflect the location of hospitals relative to U.S. Census Bureau Metropolitan Statistical Areas.
2. In 2019, Garfield Memorial Hospital & Clinics (Garfield Memorial) provided 1,092 cases of charity care totaling $273,460 (adjusted). As Garfield Memorial is a managed entity of Intermountain, the charity care provided has not been incorporated into Intermountain’s financial accounting.
3. "Other" includes charity for other operations such as the Avenues Surgical Center, the McKay-Dee Surgical Center, and Intermountain Rehabilitation Services.
4. In 2019, Intermountain provided approximately $381 million in charity care to people unable to pay. The charity care total listed in this table have been adjusted based on standards established by the Utah State Tax Commission.
## Intermountain 2019 Financial Summary

### FUNDS AVAILABLE

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(DOLLARS IN MILLIONS)</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PATIENT SERVICES AND NON-PATIENT ACTIVITIES:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Services, including inpatient and outpatient care, pharmaceuticals, and supplies; net of discounts provided for patients covered by Medicare, Medicaid, and other sources because these agencies have limited their level of payment</td>
<td>5,302</td>
<td>4,884</td>
</tr>
<tr>
<td>Charity services to qualifying patients unable to pay as part of our ongoing community commitment</td>
<td>(381)*</td>
<td>(419)*</td>
</tr>
<tr>
<td>Provision for bad debts for services provided to patients who were unwilling to pay</td>
<td>(264)</td>
<td>(303)</td>
</tr>
<tr>
<td>Nonpatient activities, including health insurance premiums, contributions, and other resources</td>
<td>4,155</td>
<td>3,459</td>
</tr>
<tr>
<td>Nonoperating income from investing activities</td>
<td>834</td>
<td>52</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$9,646</td>
<td>$7,776</td>
</tr>
</tbody>
</table>

### FUNDS APPLIED

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits to our employees</td>
<td>3,357</td>
<td>3,038</td>
</tr>
<tr>
<td>Medical services and supplies</td>
<td>3,229</td>
<td>2,586</td>
</tr>
<tr>
<td>Business services, insurance, utilities, and cost of facility maintenance</td>
<td>1,210</td>
<td>1,161</td>
</tr>
<tr>
<td>Depreciation and amortization cost for this year's use of buildings and equipment</td>
<td>385</td>
<td>320</td>
</tr>
<tr>
<td>Interest on borrowed funds</td>
<td>76</td>
<td>62</td>
</tr>
<tr>
<td>Increase in funds available for future needs to replace and improve health facilities, technology, and services</td>
<td>1,340</td>
<td>593</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS APPLIED</strong></td>
<td>$9,646</td>
<td>$7,776</td>
</tr>
</tbody>
</table>

*This amount represents Intermountain’s unadjusted total. Based on Utah State Tax Commission standards, Intermountain provided adjusted charity care of approximately $227 million in 2019 and approximately $247 million in 2018.