

Intermountain Trustee

AN EMAIL BRIEFING FOR INTERMOUNTAIN HEALTHCARE TRUSTEES



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INTERMOUNTAIN INITIATIVES



Jeffery Layne

Precision Genomics announces advancements in personalized cancer care

Results will help personalize cancer treatment for patients

Intermountain Precision Genomics continues to expand cancer testing through advancements to TheraMap, a test for advanced-stage cancer patients. Using state-of-the-art genomic technology, [TheraMap](#) analyzes and interprets gene mutations in a patient's tumor DNA—with the ability to detect mutation types across more than 500 genes relevant to cancer treatment.

"Our unique process analyzes the genetic makeup of a patient's cancer and employs a team of skilled molecular tumor specialists to review each solid tumor test and determine how to most effectively treat that case," said Lincoln Nadauld, MD, PhD, oncologist and chief of precision health and genomics at Intermountain Healthcare. "Our approach gives oncologists the information to prepare a targeted treatment plan for each patient."

Compared to traditional diagnostic tests and treatment, TheraMap's methods provide significantly better results for patients, at lower overall healthcare costs—something patient Jeffery Layne can attest to.

In January 2018, Layne was diagnosed with stage-four kidney cancer that had spread to other parts of his body and was given six months to two years to live. Layne's oncologist, Derrick Haslem, MD, associate medical director for the Intermountain Healthcare Oncology Clinical Program, recommended TheraMap.

Using TheraMap's results, Dr. Haslem discovered Layne would be a good candidate for immunotherapy treatment, a personalized infusion that boosts the body's own immune system to fight cancer.

Layne quickly responded to the treatment with masses under his arms shrinking almost immediately. After two months of immunotherapy, the masses disappeared and tumors on his lungs were significantly smaller. Two years later, Layne continues to improve while painting and spending time with his grandkids. Watch Layne's story in this [video](#).

"Intermountain Precision Genomics is pleased with the advances in TheraMap that will continue to help our advanced-cancer patients see a longer, improved quality of life," said Dr. Nadauld.



Lisa Paletta, RN

More details about Primary Children's Lehi campus announced

New campus will address growing pediatric population in Utah County

Intermountain leaders revealed additional details about the new Primary Children's Hospital campus to be built in Lehi during a recent news conference. Officials provided a preview of what services and programs families can expect to access closer to home when the hospital opens its doors in 2023 in one of the fastest growing counties in the nation. They also announced Lisa Paletta, RN, as the administrator for the new hospital.

The planned 38-acre campus will be built near 3300 West 2100 North in Lehi, and will feature five floors, 66 beds, and a three-story medical office building, with a combined 468,000 square feet. Pediatric care will be delivered by a medical team integrated with Primary Children's Hospital in Salt Lake City. Pediatric specialists at University of Utah Health will also work together with Primary Children's to bring the best pediatric care possible to the new campus.

The new campus will address the rapidly growing pediatric population in Utah County, which some estimates indicate will be equal to that of Salt Lake County by 2040.

With this growth comes an urgent need for high-quality, comprehensive pediatric care in the community. As part of our promise to build the nation's model health system for children, Intermountain will meet this need through innovative programs, initiatives, and facilities—one of which includes the construction the new hospital campus in Lehi.

Plans for the campus in Lehi include:

- Pediatric specialty trauma and emergency services
- Pediatric and newborn intensive care units
- Operating rooms and surgical services
- Inpatient mental health services
- Safe and Healthy Families Clinic
- Sleep medicine services
- Infusion services
- Rehabilitation and other outpatient services
- Laboratory services
- Imaging services

Additional amenities at the hospital will include food services, a gift shop, pharmacy, a rooftop outdoor space, and family-friendly environment. Crews are expected to begin construction on the hospital later this year.

Paletta, the former administrator of Alta View Hospital and former assistant vice president of Integrated Care Management for Intermountain, has been with the organization for more than 26 years. She'll oversee the new hospital campus design and construction and lead the hiring of an administrative team and caregivers.

Paletta led Alta View Hospital during its recent reconstruction and played a key role in the development, design, and construction of Utah Valley Hospital's new outpatient building and patient tower as a nurse administrator there.

“Primary Children’s has a rich history of putting the Child First and Always, and I’m excited to be a part of that legacy in Utah County,” Paletta said. “We’re deeply committed to bringing high-quality pediatric care to this growing area, and I look forward to working in this community that I call home.”

“Lisa is a strategic thinker and skilled operator who has helped her leadership and caregiver teams consistently deliver—and improve upon—outstanding patient care, experiences, and clinical quality,” said Katy Welkie, RN, CEO of Primary Children’s Hospital and vice president of Intermountain’s Children’s Health. “She’s the perfect choice to lead the construction process, campus opening, and the outstanding critical-care and outpatient services that will be provided at the new campus.”

Primary Children’s campus in Lehi will provide a single campus of pediatric expertise, offering safe and convenient subspecialty care without duplicating services.

The additional Primary Children’s Hospital campus was announced in January as part of Intermountain’s unprecedented \$500 million plan to create a national model for children’s health that will enhance the well-being of children in Utah and surrounding states for generations to come.

The model health system for children will include Intermountain’s extensive network of clinics and hospitals, Primary Children’s Hospital and its partnership with University of Utah Health, and community groups and organizations that help children. It will feature advancements in pediatric health research, innovation, community health outreach, and state-of-the-art technology. Plans to create the model inspired a \$50 million gift from Utah businesswoman, civic leader, and philanthropist Gail Miller and the Miller family.



What fully expanded Medicaid means for Intermountain, SelectHealth

Utah now has fully expanded Medicaid

The Utah Department of Health announced plans in late December to implement full Medicaid expansion in 2020. That means adults with household incomes up to 138 percent of the federal poverty level—\$17,236 a year for an individual or \$35,535 for a family of four—are now eligible for Medicaid coverage.

Medicaid is a public health insurance program for people with low incomes and limited resources. An estimated 68,000 people became eligible for Medicaid in April 2019, when a limited expansion for people earning up to 100 percent of the federal poverty line was implemented. The state estimates another 45,000 people are now Medicaid-eligible under the full expansion. Close to 34,000 individuals enrolled with [fee-for-service](#) Medicaid when it expanded in 2019.

Intermountain is already caring for many of the people affected by the expansion through charity care and in our emergency departments. Medicaid expansion will allow these people to see primary care doctors and move their care out of EDs and into traditional outpatient settings.

“A lot of these folks live right on the bubble economically, and in the absence of this coverage they haven’t been getting preventive care,” said CEO Marc Harrison, MD. “As the largest portion of Utah’s safety net, Intermountain will care for them regardless, but now we’re going to get a chance, hopefully, to keep them well as opposed to having them show up in an emergency department or elsewhere with more advanced health complications.”

How will the Medicaid expansion affect patient volumes at Intermountain? Greg Matis,

Intermountain's deputy general counsel, said, "Some people worry we're going to be flooded with patients. There will likely be some initial build-up in demand for services early in the year, but we're probably not going to see dramatic utilization surges. But it's hard to know for sure what will happen. We don't expect very much impact on Primary Children's Hospital because children were already covered under Medicaid—this expansion population is largely adults—but all the Medicaid expansion news coverage may encourage some new families to seek care for their children at Primary Children's."

Doug Hammer, Intermountain's senior vice president of legal affairs and general counsel, says initial estimates of how many people would be included in Medicaid expansion don't appear to be accurate.

"We just haven't seen the numbers yet," he said. "Some officials were claiming well over 100,000 people would receive coverage under the expansion, but so far the numbers appear to be much lower."

How will the Medicaid expansion affect SelectHealth? SelectHealth manages a Medicaid [Accountable Care Organization](#) called Community Care. Medicaid expansion enrollees must transition from fee-for-service Medicaid to an Accountable Care Organization this year. SelectHealth Community Care has received 8,400 of those members so far and SelectHealth leaders estimate expansion membership will grow to about 20,000 by the end of 2020.

Other Utah insurance providers also offer Medicaid products. Intermountain will care for people who enroll with most of those insurers as well.

Many of the people covered by Medicaid expansion are already receiving insurance coverage through the Affordable Care Act exchange and some of them are likely to keep their current insurance rather than shifting to Medicaid.

Now that the full expansion has taken effect, Utah will receive full Medicaid expansion funding from the federal government for the entire Medicaid expansion population under the Affordable Care Act's guidelines. That means the federal government will cover 90 percent of Utah's Medicaid expansion costs and the state will cover the remaining 10 percent.

Utah lawmakers feared full Medicaid expansion would be a budget buster, so they initially overrode Proposition 3—an initiative to fully expand Medicaid that was passed by Utah voters in 2018—and sought a series of federal matches and waivers, but legislators also approved full expansion as a fallback. The proposed matches and waivers were rejected by the Trump administration, so the full Medicaid expansion is now in place as proposed by voters, with these exceptions approved by the Centers for Medicaid and Medicare: There's a work requirement for some people and if people can get coverage through their employer, they'll be required to seek that coverage—with Medicaid helping with their premium. Learn more at medicaid.utah.gov/expansion.

"In the end, we know people who have health insurance are healthier than people who don't have health insurance," said Dr. Harrison. "My very simplistic thinking about this expansion is, thousands of human beings are going to shift from the category of being uncovered into being covered. Hopefully that'll make their lives brighter and healthier."

Intermountain CEO discusses One Intermountain, value-based care, firearm safety

Dr. Harrison also shares his perspective as a patient at Intermountain



Intermountain President and
CEO Dr. Marc Harrison

Three recent publications share the perspective of Intermountain President and CEO Dr. Marc Harrison on topics including One Intermountain, value-based care, and firearm safety.

An interview published by *NEJM Catalyst* highlights One Intermountain and how it is changing care. Dr. Harrison said, “We’ve changed the structure; we’re beginning to see real improvements from a safety, a quality, and affordability standpoint; and we’re talking a lot right now about what the value equation should be set up as.”

He also shares his perspective as a patient at Intermountain after receiving a bone marrow transplant for multiple myeloma. Listen [here](#) for more of Dr. Harrison’s conversation with Thomas H. Lee, MD, MSc, Editor-in-Chief and Editorial Board Co-Chair, *NEJM Catalyst* Innovations in Care Delivery; Chief Medical Officer, Press Ganey Associates, Inc.

In *Modern Healthcare*, Dr. Harrison discusses the transformation from volume-based care to value-based care. He shares lessons learned from a discussion with senior healthcare leaders about this transition, which “represents a huge change in incentives for health systems—encouraging hospitals and physicians to provide high-value, evidenced-based care—determined by comparing clinical results with the cost of care.” Read the lessons learned [here](#).

In *The Salt Lake Tribune*, Dr. Harrison wrote about firearm safety and suicide prevention. The U.S. House and Senate recently approved a funding bill that includes \$25 million to study and prevent gun deaths. Dr. Harrison believes this research can build bridges between gun owners, health professionals, and policymakers: “Far from dividing us, gun-related research can bring people and data together to drive collective action. May we begin this new decade by not only welcoming research, but working collaboratively with diverse partners who make our efforts successful, and ultimately save lives.” Read more [here](#).



Caregivers drive 3 million fewer miles in 2019

Helping clean Utah’s air part of Intermountain’s community health initiatives

Bad air quality has a major impact on the health of Utah’s people, which is why helping to clean up Utah’s air is a major part of Intermountain’s community health initiatives this year.

Intermountain’s efforts start with our caregivers. An initiative last year helped caregivers drive three million fewer miles by expanding the use of telework, public transit, and other methods—and we’re looking to expand the initiative this year.

The estimated 3.2 million fewer miles our people drove in 2019, which were tracked in surveys with select groups of caregivers, means 1,293 metric tons of carbon dioxide weren’t put in the atmosphere. That equals taking 281 cars off the road for a year.

“Air quality was identified as a key health need in almost every community Intermountain serves,” said Terry Foust, Intermountain’s Community Health director. “Air quality’s impact on poor mental health, health conditions such as asthma, COPD, heart disease, and stroke, as well as its impact on preterm deliveries, is well-documented.”

“Helping people live the healthiest lives possible also means creating a better environment in the communities we serve,” said Mikelle Moore, senior vice president and chief community health officer. “I’m proud to see our caregivers did so well in reducing their impact on our air quality, and this is only the beginning.”

Driving less is the best way to improve air quality because vehicle exhaust is the biggest contributor to bad air in Utah. During the 2019 project, 58 percent of the miles reduced came from caregivers using public transit, while 40 percent resulted from caregivers working at home. The remaining 2 percent resulted from caregivers walking, biking, or carpooling to work.

STEWARDSHIP



Lynn J. Ames

Trustee spotlight: Lynn Ames a ‘tremendous leader’

Ames resigning as chair, member of the Intermountain Research and Medical Foundation Board

After 30 years of service for Intermountain Healthcare, Lynn J. Ames is resigning from his current role as chair and member of the Intermountain Research and Medical Foundation Board.

Ames, who was also a board member of Salt Lake Valley Hospitals, will begin serving as a mission president for The Church of Jesus Christ of Latter-day Saints later this year. He and his wife Becky will serve in Missouri.

“Lynn is a tremendous leader and friend to Intermountain. Our Foundation underwent dramatic realignment a few years ago. Lynn was critical to that reset, and has continued to represent the model board leader,” said David Flood, chief development officer and president, Intermountain Foundation. “His departure leaves a sizable hole in our leadership fabric, but his influence has set a sustained growth trajectory and pace that would be impossible to imagine without him. Lynn has impacted many lives through his work with IRMF, and this next chapter for him and Becky only amplifies his goodness among many more. He will be missed.”

Ames, a CPA, studied at the University of Utah. During his career, he worked for companies including Deloitte, Ballard Medical Products, and Ernst & Young. Ames served clients in almost all industries, providing tax consulting services to many companies. He had significant experience serving corporate clients, including many of Utah’s largest public companies. In 2016, Lynn retired from Ernst & Young and joined Knox Capital Group, a financial planning firm which later merged its wealth management practice with CAPTRUST.

Reflecting her time working with Ames at Intermountain, Meredyth Armitage said, “Lynn has been an invaluable partner to me in my first six months as Foundation Executive Director of the Intermountain Research and Medical Foundation. His deep understanding of the evolution of Intermountain Healthcare over the decades has been the perfect foundation for him to lead with confidence and belief in the mission. The respect and admiration that the clinical staff, administrators, and his board colleagues feel for him is palpable. I suspect many who follow in his footsteps will pause at certain decision points and ask themselves ‘What would Lynn do?’ While the time has been much too short, I am grateful to have worked with him.”

EVENTS AND RECOGNITION

Marc Probst named 2019 CIO of the year

Award given for leadership, commitment to healthcare industry

Marc Probst, Intermountain’s vice president and chief information officer, has been named the 2019 CIO of the year by the College of Healthcare Information Management Executives (CHIME) and the



Marc Probst, Intermountain's vice president and chief information officer

Healthcare Information and Management Systems Society (HIMSS). The award is given annually to a CIO who's shown significant leadership and commitment to the healthcare industry during his or her career. The recipient is selected jointly by the boards of CHIME and HIMSS. The award will be presented at the HIMSS20 national conference in March.

"Marc has been a transformational leader blazing the trail in advancing technology to improve health and care," said HIMSS CEO Hal Wolf. "His work exemplifies what it means to be a change-maker—an innovator who rigorously challenges the status quo and empowers others to follow suit in the journey to providing better health for everyone, everywhere."

"Marc has contributed to our community in countless ways," said CHIME CEO Russell Branzell. "He's been instrumental in CHIME's growth, domestically and internationally. Marc taught at our very first program in India and continues to be an ambassador for CHIME around the world. He piloted our first innovation initiative and helped make Intermountain the home for CHIME Innovation. The list goes on and on, and he's done this all while running a spectacular digital enterprise at Intermountain."

Probst is a member of the CHIME Innovation Advisory Board. He served as chair of the CHIME Board of Trustees in 2016, chair of the CHIME Foundation Board in 2017, and chair of CHIME's Public Policy Steering Committee in 2017. As a member of the CHIME's Policy Steering Committee, he's offered testimony on Capitol Hill, presented at several briefings in Washington, D.C., and represented CHIME's membership in numerous other ways. In 2009, he was appointed to serve on the Federal Health IT Policy Committee, which helped develop health IT policies for the federal government. Probst is set to retire from Intermountain this summer.

Riverton Hospital administrator honored

Todd Neubert recognized as a force for positive change



Riverton Hospital administrator Todd Neubert

Riverton Hospital administrator Todd Neubert has been named Business Man of the Year by Riverton City and the South Valley Chamber.

The recognition is part of the [Business Peak Awards](#), a trio of honors recognizing outstanding business results and innovation. Neubert and Riverton Hospital are recognized as a force for positive change in Riverton, specifically because of fostering relationships between civic and healthcare leaders and for supporting wellness-inspiring initiatives. Notable efforts leading to Neubert's recognition include mental health awareness and suicide prevention, opioid abuse support programming, and hosting health fairs.

Intermountain in the news

Recent news stories about Intermountain in the national and international media



Becker's Hospital Review, January 3, 2020: [10 Health Systems Opening New Hospitals](#)
"Intermountain Healthcare's \$150 million Spanish Fork Hospital is expected to open in fall of 2020."

Modern Healthcare, January 11, 2020: [Healthcare Leaders Still Learning How to Offer Value-Based Care](#) An op-ed article authored by Dr. Marc Harrison.

ABC News, January 11, 2020: [Need a New Year's Exercise Resolution? Here's what the latest science](#)

[says is optimal for health](#) "Having a multifaceted exercise program, which includes aerobic activities, flexibility, balance and strength training, is crucial for avoiding injuries that can derail an active lifestyle altogether ... That variety may be especially important for older women, according to Dr. Elizabeth Joy of Intermountain Healthcare, and a past president of the American College of Sports Medicine."

Washington Post, January 13, 2020: [We Volunteer to Help Others, But Research Shows How Much It Helps Us, Too](#) "For several hours each week, Craig Provost offers spiritual advice and counseling at Intermountain Medical Center in Murray, Utah, to hospice patients who are on their way out of the world."

Journal of The American Medical Association, January 14, 2020: [Opportunities and Challenges in Valuing and Evaluating Aging Physicians](#) "Multiple health systems, including Intermountain Healthcare ... have implemented similar programs."

Becker's Hospital Review, January 17, 2020: [Seven Patient Experience Leaders on Their Goals for 2020](#) "Shannon Phillips, MD, Intermountain Healthcare: Our first community is our caregivers. We'll have the largest impact on our patients' experience by focusing on caregiver experience and engagement."

Modern Healthcare, January 21, 2020: [Philanthropist Supports Intermountain's \\$500 Million Pediatric Project](#) "Intermountain aims to build a second Primary Children's Hospital campus, expand telemedicine, increase the number of pediatric emergency clinicians in rural areas, and add behavioral health services."

Yahoo! Finance, January 22, 2020: [Intermountain Healthcare Launches Plan to Build Nation's Model Health System for Children, Inspires \\$50 Million Gift From Gail Miller and Family](#) "The plan to build a model health system for children is made possible through a unique combination of the premiere free-standing Primary Children's Hospital, the strength of Intermountain Healthcare's network of 160 clinics and 24 hospitals ..."

EHR Intelligence, January 22, 2020: [Improving EHR Usability, Interoperability to Aid Patient Safety](#) "Intermountain Healthcare CMIO Stan Huff, MD, believes that healthcare organizations that agree to those two steps will likely see improvements in patient safety, specifically with the ongoing opioid epidemic."

Fortune, January 23, 2020: [Major Insurers Are Teaming Up With A Nonprofit To Cut The Price Of Generic Drugs](#) "Civica Rx was formed in 2018 with an intriguing mission and structure: Tired of high generic drug prices inside of the hospital setting, Intermountain Healthcare ... and others ... set up Civica as a nonprofit to create and distribute certain generic drugs, focusing on treatments that face shortages or have experienced major price hikes."

The Chronicle of Philanthropy, January 23, 2020: [Billionaire Gail Miller Gives Intermountain Healthcare \\$50 Million](#) "Gail Miller gave \$50 million to help the organization kick off a \$500 million expansion of its existing children's health care network ..."

U.S. News & World Report, January 29, 2020: [Weight Loss Surgery Brings Surprise Bonus: Breathing Easier](#) "That's often the driver behind patients seeking bariatric surgery, noted Dr. Rodrick McKinlay, associate medical director of bariatric surgery for Intermountain Healthcare in Salt Lake City."

Fierce Healthcare, January 30, 2020: [This Health IT Trailblazer from Intermountain named CIO Of The Year by CHIME, HIMSS](#) "Marc Probst is considered a changemaker in the industry, has helped develop health IT policies for the federal government, and served as an ambassador for CHIME around the world."

Newsweek, January 31, 2020: [Two Utah Children Survive Accidentally Shooting Themselves In the Head On Same Day](#) "The boy was taken ... to Primary Children's Hospital in stable condition."