

# Intermountain Trustee

## AN EMAIL BRIEFING FOR INTERMOUNTAIN HEALTHCARE TRUSTEES



DECEMBER 2020

### INTERMOUNTAIN INITIATIVES



## Researchers studying effects of anticoagulants in COVID-19 patients

### Intermountain is one of three active sites in the U.S. participating in the national trial

As part of a national movement to develop treatments and therapies for COVID-19, Intermountain Healthcare researchers are launching a [study](#) in Utah to examine the effects of anticoagulants on patients who have tested positive for the novel coronavirus.

COVID-19 patients in Utah will be among the first patients in the world enrolled in the study, which is unique as it is one of the first and largest studies focusing on treatments options for patients in the community who have not been hospitalized for the virus.

Intermountain is one of three active sites in the United States participating in the national trial, which is sponsored by the National Heart, Lung, and Blood Institute (NHLBI), and is part of Operation Warp Speed, a nationwide public-private partnership examining therapeutics and diagnostics for the COVID-19.

Intermountain researchers are specifically seeking to determine whether a dose of either aspirin or the anticoagulant, apixaban, will prevent the formation of potentially deadly blood clots in patients who are COVID-positive but are not sick enough to be hospitalized.

While the COVID-19 virus is still new, it has been associated with an increase in the development of blood clots in the legs, lungs, and heart, according to Sarah Majercik, MD, a trauma surgeon and primary investigator of the study at Intermountain Healthcare.

Researchers believe coronavirus may cause microthrombi, or tiny clots, in some COVID-19 patients. When these microthrombi are present in the lungs, this could be the reason why some patients who test positive for the virus may develop severe acute respiratory syndrome.

Intermountain researchers hope to enroll several hundred patients in the study, which will run through March 2021. Overall, the NHLBI hopes to enroll 7,000 patients across the country.

---



### Intermountain, UnitedHealthcare establish ACO

#### Accountable care organization will improve health outcomes for Medicare Advantage members

Intermountain Healthcare, through its company Castell, and UnitedHealthcare have established an accountable care organization (ACO) that's designed to improve health outcomes for UnitedHealthcare's Medicare Advantage members through enhanced care coordination.

ACOs are groups of health care providers who agree to work together to coordinate patient care and deliver the right care at the right time. ACOs help shift provider reimbursement to a value-based approach that rewards physicians and advanced practice providers based on their ability to deliver improved health outcomes and a better patient experience.

UnitedHealthcare Medicare Advantage members who receive care from Intermountain-employed primary care physicians and providers in northern and southern Utah, as well as other participating primary care providers in southern Utah, are eligible for the ACO.

The primary care providers participating in the ACO will coordinate care for their UnitedHealthcare Medicare Advantage patients with the support of Castell/Intermountain, including its care management, care coordination, network services and documentation teams.

Through the new accountable care relationship, UnitedHealthcare will provide an enhanced level of data and support to Intermountain to enable its providers to deliver more comprehensive and coordinated care to their patients. For example, UnitedHealthcare will share data about its members' underlying medical conditions, past treatments, gaps in care, medications prescribed, and future care needs.

The data will be actionable and specific to individual patients, giving Intermountain providers a fuller picture of their patients' health status and arming them with valuable information that supports their efforts to provide quality care. For example, providers can more easily identify patients who are at higher risk for an adverse health outcome such as an emergency room visit or readmission to the hospital, allowing them to intervene more quickly. They can also use the data to help patients manage their chronic conditions and take their medications as prescribed.

Ultimately the ACO will help improve care coordination across specialties and care settings. This in turn can lead to a better experience for UnitedHealthcare Medicare Advantage members and reduce the burden of having to connect information from each of their doctor visits themselves. Read more [here](#).

---

### Intermountain Healthcare joins launch of OneTen

#### Partnering with OneTen will help qualified, diverse candidates find careers at Intermountain

A coalition of leading CEOs and organizations that includes Intermountain Healthcare have announced the formation of [OneTen](#), an organization that will combine the power of these committed American companies to upskill, hire, and promote one million Black Americans over the next 10 years into family-sustaining jobs with opportunities for advancement.



In this moment when all Americans share an aspiration for greater economic opportunity, leading executives and employers across industries are taking action to make a meaningful, measurable, and lasting systemic impact on racial and economic justice and to create a more equitable society. OneTen connects employers with talent partners, leading non-profits, and other skill-credentialing organizations that support the development of diverse talent.

“Partnering with OneTen will help qualified, diverse candidates find careers at Intermountain. It is our responsibility as leaders in our community to provide the best care to our patients, and that includes having diverse voices at all levels of the organization,” said Heather Brace, Intermountain senior vice president and Chief People Officer. “We will continue to use every tool available to us to fulfill that promise and attract caregivers from all diverse backgrounds.”

OneTen is not just philanthropy. Rather, it is a coalition of leaders across industries who are committed to ensuring that Black Americans with the skills and aptitude to earn success also have the opportunity to achieve success. Recognizing that the current system is not inclusive enough and has reinforced systemic barriers that have prevented many Black Americans from the opportunity to earn success, OneTen has set out to change the way companies provide more equitable environments to drive better business outcomes and benefit all employees. The newly established organization will cultivate an ecosystem that brings together major employers, in partnership with the nation’s leading non-profits and other skill-credentialing organizations, to create a more flexible talent pipeline and practices that will allow employees and employers to thrive by shifting to a skills-first paradigm.

Read more about the organization [here](#).



---

## Sanford Health suspends merger discussions

### Decision follows recent departure of Kelby Krabbenhoft, president and CEO of Sanford Health

Sanford Health and Intermountain Healthcare announced that Sanford Health has indefinitely suspended conversations about a planned merger. This decision follows the recent departure of Kelby Krabbenhoft, president and CEO of Sanford Health, which is based in Sioux Falls, South Dakota. Krabbenhoft served as CEO of Sanford for the past 25 years. The Sanford Health Board of Trustees last week appointed Bill Gassen as the organization’s new president and CEO.

Given the leadership change, Sanford Health has decided to pause current merger and acquisition activity while they address other organizational needs.

“With this leadership change, it’s an important time to refocus our efforts internally as we assess the future direction of our organization,” said Gassen. “We continue to prioritize taking care of our patients, our people, and the communities we serve as we look to shape our path forward.”

“We have great respect for Intermountain Healthcare, Dr. Marc Harrison, and their leadership team, and look forward to continuing to learn from each other,” Gassen added.

“We are disappointed but understand the recent leadership change at Sanford Health has influenced their priorities,” said Marc Harrison, MD, president and CEO of Intermountain Healthcare. “There’s much to admire about the work that Sanford Health is doing. We continue to share a strong vision for the future of healthcare.”

---



## CEO shares telehealth lessons learned during pandemic

### Patients, physicians seeing the benefits of virtual care

CEO Marc Harrison, MD, shared seven things Intermountain has learned about providing digital services during the pandemic in an [article](#) published in the *Harvard Business Review*. "During the COVID-19 pandemic, the importance of technology in our healthcare system's capacity to care for people has been essential," he wrote.

Dr. Harrison said providing care virtually has helped prevent COVID-19 infections, preserved needed PPE supplies, and freed up hospital beds and staff. Plus, patients love it—it's less expensive, and the outcomes are excellent.

"The average cost of a virtual encounter at Intermountain is \$367 less than the cost of a visit to an urgent care clinic, physician's office, or emergency department," he wrote. "Our internal study of 150 patients in one rural Utah town showed each patient saved an average of \$2,000 in driving expenses and lost wages over a year's time because he or she was able to receive telehealth care close to home."

Physicians are also seeing the benefits of virtual care. Dr. Harrison wrote, "One of our surgeons talked about doing his post-op follow-ups virtually, and he said the care is better because he can see patients where they live. If there's a concern about a patient's diet, he can say: 'Can you show me what's in your cupboards and your fridge?'"

## ACCESS



## 'Courage on the Frontlines' videos tour COVID-19 units

### New series shares caregivers' successes, struggles during the pandemic

Intermountain has released a new video series called "Courage on the Frontlines" to share caregivers' successes and struggles as we fight the COVID-19 pandemic together.

The [first video](#) features caregivers at LDS Hospital, and the [second installment](#) highlights McKay-Dee Hospital caregivers. The [third episode](#) of "Courage on the Frontlines" video takes viewers on a tour of Dixie Regional Medical Center's crowded COVID-19 units, which are now well over 100 percent capacity. Caregivers explain how they're caring for patients, share personal experiences, and ask for help to prevent COVID-19 hospitalizations and deaths. The [fourth installment](#) offers a look inside Cedar City Hospital, where frontline caregivers share what it's like caring for patients with COVID-19 in a rural community.

---

## Saltzer Health opens Idaho's first 24-hour urgent care clinic

### New 6,400-square-foot urgent care clinic is open seven days a week

Intermountain's Saltzer Health recently opened Idaho's first 24-hour urgent care clinic in Meridian. The new 6,400-square-foot urgent care clinic is open 24 hours a day, seven days a week.



The urgent care team can treat colds, flu, urinary symptoms, strains, sprains, fractures, burns, and other non-life-threatening issues on a walk-in basis. The Ten Mile providers can also perform IV therapy and other more complex procedures.

The Ten Mile Urgent Care clinic, which is at 867 S. Vanguard Way at Ten Mile & I-84 in Meridian, is on the first floor of a four-story 147,000-square-foot medical building that will also soon house a five-modality imaging center, surgery center with five operating rooms and a procedure room, endoscopy suite, physical therapy services, and doctors' clinics.

Saltzer Health operates urgent care clinics in Idaho in the cities of Meridian, Nampa, and Caldwell. Two new stand-alone clinics will open in the coming months at Barber Valley in East Boise and Paramount in North Meridian.

Saltzer Health is an Intermountain company with nearly 80 primary care and specialty providers, more than 350 employees, 41,000 patients, and nine clinics throughout Idaho's Treasure Valley.



---

## Heber Valley Hospital expansion complete

### Expansion increases capacity, brings more specialized healthcare services to Wasatch County

Intermountain's Heber Valley Hospital and Heber Valley Clinic celebrated the completion of its multi-phased construction project Dec. 10. The results are a facility that's one-third larger with more capacity for patients, additional specialized healthcare services, upgraded medical equipment capabilities, and added comforts that improve patient experience.

"We are now able to care for more patients and perform more surgeries closer to home during the COVID-19 pandemic and beyond. Bed capacity has increased by 16 percent and we've added a negative pressure room, as an added safety measure to care for patients who have a contagious, airborne illness," said Si Hutt, Heber Valley Hospital administrator.

For patients who come in for same-day surgery, that doesn't require a hospital stay, the newly remodeled area provides improved patient privacy and is conveniently located adjacent to the operating rooms.

"Chemotherapy services for cancer patients are now available at Heber Valley. This allows many patients to trade in time spent driving down the canyon for multiple appointments for more time at home with loved ones," said Chad Marsing, the hospital's pharmacy and infusion manager. "This newly constructed space for cancer services has been equipped with the ability to have tele-oncology visits with providers and also includes a dedicated space to administer infusion therapies for patients who need to receive intravenous treatments."

A new state-of-the-art CT machine has been added, which provides a faster scan that uses a safer, lower dose of radiation and delivers higher resolution images. The new CT also has the capability to do a new study called calcium scoring, which is part of the cardiology services provided by Intermountain Heart Institute providers who practice in the Heber Valley Clinic part two days per week.

For women delivering a baby, upgraded birthing rooms, a new nursery, and a family-centered birthing room were also added. The family-centered room offers the comfort of a queen-size bed and extra space for family.

“Our overall focus at Heber Valley Hospital is to provide local access to sustainable, quality care. Since the pandemic, we’ve provided more virtual clinic visits through telehealth. We expect many patients will continue to use that convenience. Our hospital also benefits from telehealth, as our local physicians can consult remotely with other expert providers,” said Hutt. “We are innovating to bring more specialists and resources to our patients, whether they are in the hospital, the clinic, or at home.”

The re-design also allowed the hospital to put in landscaping that significantly improves water conservation. A smart irrigation controller was installed, which communicates with a weather satellite and adjusts water usage as the weather changes. And with the new exterior, the hospital put energy saving measures into place to reduce energy costs, including transitioning to LED lighting.

## STEWARDSHIP



### Conflict of Interest disclosures for 2021

#### Please complete your disclosure in a timely manner

In 2021, all Intermountain caregivers, board members, and trustees are required to complete a Conflict of Interest disclosure. At the beginning of January, you will receive a notification about how to complete the disclosure. If a board member or trustee is not an Intermountain employee, the board member or trustee will receive an email from Suzie Draper, Intermountain’s chief compliance officer, with a link to the disclosure and instructions for completion.

Conflict of Interest disclosures provide information Intermountain needs to manage situations that may create a real or apparent conflict of interest, and to make sure we are within the legal boundaries for our governance and operations. Example of outside interests may include a family member who works for Intermountain or an Intermountain supplier, financial interest in a healthcare-related organization, or participating on a board of directors for a non-Intermountain entity.

Please complete your disclosure in a timely manner so Intermountain can meet its reporting and ethical obligations. If you have any questions, contact Intermountain’s Compliance Department at 800-442-4845 or email [Corporate.Compliance@imail.org](mailto:Corporate.Compliance@imail.org).

## EVENTS AND RECOGNITION



Intermountain Healthcare CEO  
Marc Harrison, MD

### Dr. Harrison ranked No. 3 in 100 Most Influential People in Healthcare

#### This is Dr. Harrison’s fourth consecutive inclusion in the top 100 and his second top-three ranking

For the fourth consecutive year, *Modern Healthcare* magazine has named Marc Harrison, MD, Intermountain Healthcare president and CEO, to its 2020 list of the [100 Most Influential People in Healthcare](#), ranking him 3rd with the top spot going to the nation’s frontline medical workers. *Modern Healthcare* cited Dr. Harrison’s willingness to help fellow caregivers during the COVID-19 pandemic by sending 100 Intermountain employees to New York City last spring to assist Northwell Health and NewYork-Presbyterian health systems during their surge.

Caregivers from both those organizations returned the favor this fall, coming to Utah to help during Utah's surge in COVID-19 cases.

"Not knowing how bad the surge would get or how long it would last, staffing was by far our biggest concern," said Michael Dowling, president and CEO of Northwell Health. "Among the first people I called for help was Intermountain Healthcare president and CEO Dr. Marc Harrison, saying 'we're inundated here, and I'm wondering if you can help us in any way?' His immediate response was, 'Absolutely, what do you need?'"

This year's list recognizes leaders who found ways to help their colleagues and fellow health organizations through the COVID-19 pandemic. The magazine says those on this year's list represent the most innovative and resilient candidates who influenced the course of healthcare and used a global crisis as an inspiration to do better.

"This year will be remembered for more than the COVID-19 pandemic and election. It is a year that reminded us of the importance of the frontline healthcare worker and the power of collaborations. Every member of this class found ways to help their organization or the government or each other maneuver through unprecedented hardships. The result was often groundbreaking," said Aurora Aguilar, *Modern Healthcare's* editor.

Other professionals included on this year's *Modern Healthcare* list include: Dr. Anthony Fauci, director of the National Institute of Allergy and Infectious Diseases, and Dr. Jerome Adams, the U.S. surgeon general.

The list of the Top 100 list is selected by *Modern Healthcare* and its readers.



---

## Supply Chain receives top "Master" level ranking

### Designation for excellence in supply chain management, innovation, and planning

The Intermountain Healthcare Supply Chain program has earned the prestigious "Master" designation for the third consecutive year in the annual Gartner Healthcare Supply Chain Top 25 list for excellence in supply chain management, innovation, and planning.

The [annual ranking](#) by Gartner, a national business consulting company, recognizes manufacturers, providers, distributors, and retailers from across the healthcare industry that demonstrate leadership in improving patient outcomes while controlling costs.

The "Master" designation is given to organizations that have ranked in the top five in seven of the previous 10 years. Once an organization reaches the "Master" designation they transcend the Top 25 ranking but must continue to demonstrate they are maintaining the same level of excellence and performance.

Gartner has released the rankings for the past 10 years. In Intermountain's "Master" designation, Gartner highlighted Intermountain's continued commitment to service excellence, cost reduction, innovation, and clinical integration.

In addition to Intermountain's COVID-19 response, Gartner cited Intermountain Supply Chain's work in the areas of supplier collaboration, clinical integration, caregiver development and diversity, and continued focus on cost and waste reduction as key differentiators from other healthcare supply chain organizations. Read more [here](#).