Our Focus on Health

Are we as healthy as we can be? At Intermountain, we are committed to helping people achieve their health potential. For the sick or injured, we provide clinically excellent treatments designed to lead to the best possible outcomes, offered in accordance with our patients’ values and preferences. For those who are not coping with illness, we offer resources and encouragement to preserve and, if possible, improve health. We work collaboratively with physicians and others in the community to help assure access to effective care of the highest quality. As a not-for-profit health system, we exist to serve others. We promote health, and healing, for life.
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“Am I as healthy as I can be?” That is a question we frequently ask ourselves. Whether our health is fundamentally sound or we’re contending with illness or injury, we want to enjoy a level of health that can support the life we hope to lead. We feel we can be our best selves when we feel our best physically and mentally.

Our guiding mission at Intermountain Healthcare is helping people live the healthiest lives possible*. We try to help people achieve their personal health potential. We work with individuals before they become patients to prevent illness and injury. We provide them with resources and encouragement to help them maintain and, if possible, improve their health.

For those needing medical treatment, we provide optimal care, based on evidence. We seek always to administer that care with sensitivity, respect, and compassion. To help our patients attain the best outcomes, we draw on the latest medical advances—many of which we develop at Intermountain. And when life is ending, we comfort and support our patients and their loved ones, creating experiences that are healing in a deeper sense. Our aspiration is to provide extraordinary care, in all its dimensions.

As a not-for-profit health organization, Intermountain is devoted to helping people, and we appreciate the efforts of the many other groups and individuals in the community who share our commitments. We work with other providers, agencies, and organizations to ensure people have convenient and affordable access to high-quality health services.

Can we be healthier, as individuals and as communities? At Intermountain, we believe we can. We champion the cause of better health, better care, and better selves. Since our founding more than four decades ago, we have sought to continually learn and improve. We pledge to keep striving to promote health and healing for all who depend on us.

SCOTT ANDERSON
Chair of Intermountain Healthcare

CHARLES W. SORENSON, MD
President and CEO
Our Mission
HELPING PEOPLE LIVE THE HEALTHIEST LIVES POSSIBLE®

Our Vision
BE A MODEL HEALTH SYSTEM BY PROVIDING EXTRAORDINARY CARE AND SUPERIOR SERVICES AT AN AFFORDABLE COST

The Dimensions of Care:

Clinical Excellence: We deliver outstanding clinical care in a consistent, coordinated way—always improving through evidence-based practice.

Patient Engagement: We provide a compassionate healing experience, fully involving patients in clinical and financial decisions about their healthcare and encouraging them to take responsibility for healthy life choices.

Operational Effectiveness: We are wise and innovative stewards of our resources and maintain the financial stability necessary to meet our high standards of quality and affordability.

Physician Engagement: We respect the professional and clinical skills of our physician colleagues and engage them in teams that help us deliver optimal outcomes and best serve our patients.

Community Stewardship: We help meet the diverse healthcare needs of our communities by providing excellent care at the lowest appropriate cost, regardless of the patient’s ability to pay. This is an important part of our strong not-for-profit heritage.

Employee Engagement: We honor the noble cause that inspires us as Intermountain colleagues. Together, we create a workplace that is built on our values, attracts and rewards caring and talented individuals, and engages us to live lives that are connected, balanced, secure, and healthy.

Our 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.
Helping people live the healthiest lives possible is our mission—and it is central to everything we do throughout our health system of 22 hospitals, more than 185 physician clinics, SelectHealth insurance plans, and other services and partnerships. Throughout Intermountain Healthcare, “healing for life” means striving to provide optimal, affordable care each day to the people in our communities.

Intermountain has served communities in our region since 1975.
In treating a stroke, time is brain: for every second blood flow is interrupted, tens of thousands of brain cells die. If appropriate treatment is given within 90 minutes from the time the patient arrives at the hospital, research shows patients have better outcomes and less disability.

For stroke patients at Intermountain Medical Center, time to treatment is about 20 minutes faster than the national average.

And now, through Intermountain Healthcare’s new TeleHealth service, neurologists who specialize in stroke treatment are available 24/7/365 to emergency room physicians at other Intermountain hospitals.

Heather Heileson, MD, was working in the emergency room when Gustavo Alvarez of Clearfield suffered a stroke while working in his yard and was rushed to McKay-Dee Hospital by ambulance. “When I received the call from the paramedics, we initiated our stroke response team and prepared everything necessary to provide prompt diagnosis and treatment when the patient arrived. I called the neurologist at Intermountain Medical Center and had him on our monitor. When Gustavo was wheeled into the room, it was like I had a specialist consulting with me right there.”

Gustavo received optimal treatment at McKay-Dee within 22 minutes. “I was immediately able to see he was suffering signs of stroke on his left side,” says Intermountain specialist, neurologist Matthew Butrum, MD. “He received treatment rapidly, giving him the best chance at recovery.”

Today, Gustavo enjoys an active life with his family and is profoundly grateful. “When I was in the ambulance, I couldn’t move anything at all on my left side—my eye, my leg—or use my voice.” He credits prompt treatment for his full recovery. “The efficiency at the hospital, the medicine, the time—everything counts.”

Gustavo Alvarez made a full recovery thanks to rapid TeleHealth treatment.
Intermountain’s clinical team approach—developed by our physicians and clinicians over decades—seeks to provide optimal care to each patient using treatments and techniques that have been proven to be effective. Our Clinical Programs and Services are at the heart of these efforts. Physicians, nurses, and other caregivers collaborate to continually improve clinical work processes. These teams review the medical literature, evaluate our own processes and data, and develop evidence-based best practices. Our caregivers then apply these standards, using judgment and flexibility, to tailor care to meet the unique circumstances of each patient. Notably, this approach leads to both demonstrably improved outcomes and more affordable healthcare. Why? Because when care is provided in the best possible way, medical complications tend to be fewer, patients tend to recover faster, and costs tend to be lower.

For example: Children in the U.S. undergo surgery to have their tonsils and adenoids removed more often than any other surgery. This is also true in Utah and at Intermountain. To maintain high-quality outcomes and reduce costs for patients, our Surgical Services Clinical Program engaged surgical teams in understanding cost and quality outcomes through data tools. Data showed variation in both cost per case and the number of complications after surgery—and higher costs didn’t necessarily correlate with better outcomes. We identified opportunities to save by consistently using surgical supplies proven to be effective. Since 2011, Intermountain has maintained high-quality outcomes while reducing costs by about $240 per case. Savings come from surgical teams’ support, negotiations with suppliers, and sharing of data with surgeons. These savings are reflected in lower expenses paid by patients and health plan members.

Clinical Programs include: Behavioral Health, Cardiovascular, Intensive Medicine, Musculoskeletal, Neurosciences, Oncology, Pediatric Specialties, Primary Care, Surgical Services, and Women and Newborns.

Clinical Services include: Clinical Genetics Institute, Dialysis, Environmental, Food and Nutrition, Imaging, Integrated Care Management, Laboratory, Nursing, Pain Management, Patient and Provider Publications, Patient Flow, Patient Safety, Pharmacy, Rehabilitation, and Respiratory Care.
Clinical Statistics

These charts indicate service trends in key clinical areas across Intermountain. The charts are not drawn strictly to scale and are intended as artwork to illustrate differences. These statistics do not include Garfield Memorial Hospital & Clinics, which is owned by Garfield County and managed by Intermountain Healthcare.
‘Forever Grateful’ for Advanced Trauma Services in Southern Utah

A 38-foot fall into a ravine near Southern Utah’s Snow Canyon left St. George realtor John Ames with a broken pelvis, fractured rib, and punctured lung—and lucky to be alive. John had been hiking and rappelling in a slot canyon. He was laughing and enjoying the beautiful day with his son and some friends, when he tripped in a hole and fell.

A Washington County search-and-rescue team carefully navigated the difficult terrain where John fell, strapped him to a body board, and lowered him 195 feet to where Intermountain’s Life Flight helicopter was waiting (it had come from its base at Dixie Regional Medical Center).

“Once they got me to the ground, I was on the helicopter and to the hospital in less than 10 minutes,” John says.

Newly expanded, advanced orthopedic trauma services at Dixie Regional proved lifesaving for John. Orthopedic trauma surgeon Warren Butterfield, MD, repaired the serious breaks in John’s pelvis and lower back. Prior to Dr. Butterfield’s arrival, patients with pelvic fractures were sent to another trauma center.

Dr. Butterfield sees great benefit for the patients who are able to remain close to home for treatment and recovery. “When patients are injured, they’re under a lot of physical and emotional stress. Their family, friends, and social support become very important to their recovery.”

John is now back to working full-time and is living an active outdoor lifestyle in the red-rock country that beckoned John and his family to move to St. George more than a decade ago.

“I will be forever grateful to Intermountain Healthcare, Dixie Regional Medical Center, and gracious donations from the community for providing these services here,” he says.

Newly added orthopedic trauma services at Dixie Regional proved lifesaving for John Ames.
Leading Research and Advancing Medical Science

INTERMOUNTAIN IS A NATIONAL LEADER IN BOTH MEDICAL RESEARCH AND DEFINING BEST PRACTICES

At Intermountain Healthcare, we strive to consistently provide the best, evidence-based care. At the same time, we understand that each patient’s needs are unique and personal. We seek to provide optimal care to each individual—and to involve people in choices about their health and care.

One example is Intermountain Precision Genomics. Physicians and scientific experts have built the infrastructure and processes, based in St. George, to sequence the DNA of individual tumors and evaluate which specific mutations within that DNA might be making that cancer grow.

For more than 75 percent of patients with advanced-stage cancer, we’ve been able to identify actionable mutations, where targeted therapeutic agents are available to offer patients additional treatment options. These targeted therapeutic agents are often available in the form of highly personalized oral chemotherapeutic pills that patients can take at home with fewer side effects than traditional systemic chemotherapy. While not always curative, some of these targeted therapeutics result in partial or complete responses in patients—often resulting in additional quality time for those patients.

Providers locally, nationally, and internationally can order testing for cancer patients through Intermountain Precision Genomics and receive a personalized report that includes the genomic findings for their patients. And the new Intermountain Precision Genomics Cancer Research Clinic on the Intermountain Medical Center campus provides a convenient location for cancer patients to access leading-edge clinical trials and the latest targeted cancer therapies and drugs. Intermountain Precision Genomics is also launching an immuno-oncology program, which uses immunotherapies to strengthen a patient’s own immune system to help fight their cancer.

Intermountain also has affiliations with other institutions, such as the Stanford Genome Technology Center, to develop new genetic and genomic approaches to cancer treatment.

*Intermountain Precision Genomics is able to offer additional treatment options for more than 75 percent of patients with advanced-stage cancer.*
“Miracles have been lining up for me,” says Linda Smith, a 64-year-old American Fork mother and grandmother who was one of Utah’s first recipients of a new-generation device that was implanted using a heart procedure that is an alternative to open-heart surgery.

Linda has a congenital heart defect in her aortic valve, which left her feeling run down and her heart working extra hard. Last July, Linda was very ill when she came to the ER at Utah Valley Regional Medical Center—her heart could no longer push enough blood through her aortic valve, and she was too weak to undergo open-heart surgery. Linda was transferred to the Intermountain Medical Center Heart Institute, where she underwent Transcatheter Aortic Valve Replacement (TAVR), a catheter-based, minimally invasive procedure.

Physicians at the Intermountain Heart Institute were the first in Utah to implant the device in 2009. Today, the Heart Institute’s team of four cardiologists and five cardiovascular surgeons have completed more than 600 TAVR procedures. Linda received the state’s first third-generation version of the device after FDA approval.

“Linda was immediately seen by specialists from four different fields—an intensive care physician, a cardiac surgeon, an interventional cardiologist, and an imaging specialist cardiologist—all working together,” says interventional cardiologist Edward Miner, MD. “That’s part of what makes the Intermountain Heart Institute so great.”

Linda agrees. “I am amazed with the technology and the specialists in place that made this procedure possible. They gave me a new life.”

Intermountain hospitals have pioneered advances in cardiac surgery and cardiology for 75 years:

1962—First artificial valve replacement in Utah, performed by Dr. Russell M. Nelson, LDS Hospital
1968—First direct vein graft coronary artery bypass procedure performed in Utah, Dr. Harold Liddle, LDS Hospital
1970—First internal mammary artery graft for coronary artery bypass in Utah, Dr. Conrad Jenson, LDS Hospital
2003—First Maze procedure for severe cardiac arrhythmia in Utah, Dr. Roger Millar, LDS Hospital
2009—First transcatheter aortic valve replacement in Utah, Dr. Brian K. Whisenant and Dr. Kent Jones, Intermountain Medical Center
2014—First wireless pacemaker in Utah, Dr. Jared Bunch, Intermountain Medical Center

A new-generation, minimally invasive aortic valve replacement is one of many heart services pioneered at Intermountain hospitals.
Leukemia is a word no one wants to hear. David Young of Murray remembers when his grandfather died of leukemia 50 years ago. Five decades later, David was devastated when he received the same diagnosis. But today he is able to face the future with hope and confidence, thanks to life-giving transplant technology.

“For many years, we knew that bone marrow transplant could cure patients with certain blood cancers if they had a perfectly matched sibling donor,” says Finn Petersen, MD, Program Director of Intermountain LDS Hospital’s Blood and Marrow Transplant/Acute Leukemia Program. For 70 percent of adult leukemia patients, a suitable match was not available.

Now, Intermountain LDS Hospital is pioneering technology that greatly increases the number of people who can be bone marrow transplant donors. “We can tell 95 percent of patients that they can get the treatment they need,” says Dr. Petersen. “Our data tell us this is the way of the future. Intermountain is one of only a few programs in the world embracing this technology.”

Thanks to this remarkable new technology, David received a successful bone marrow transplant from his oldest son, Ryan. “He saved my life. I can’t tell him enough what this means to me.”

David now looks forward to a bright future, enjoying many hobbies and making handmade projects in his woodshop. He’s also looking forward to creating many more memories with his two sons, two daughters, and the grandchildren who adore him.

For his family, David’s successful bone marrow transplant and recovery from leukemia mean more time with their father and grandfather—time that David forever wishes he could have had with his own grandfather.

*Following a successful bone marrow transplant, David Young looks forward to a bright future.*
LiVe Well is Intermountain’s wide-ranging initiative that gives people resources and support to live healthier lifestyles. With programs promoting healthy living and the expansion of LiVe Well services and walk-in centers, we are providing community members with the tools they need to Eat Well, Move Well, Feel Well, and Be Well. These LiVe Well messages reach the community in a number of ways: through TV and radio advertising, social media, community events, partnerships, and other channels.

In 2015, the LiVe Well theater group promoted healthy living during assemblies at 27 schools, reaching more than 11,000 students and teachers. The Intermountain LiVe Well cycling team competed in races such as Salt to Saint and LoToJa, while also offering bike rodeos and bike helmet fittings to kids. The LiVe Well Just Jumpin’ jump-rope team gave 50 shows in schools along the Wasatch Front as well as during halftimes of major college events. At three LiVe Well Community Gardens—located in Orem, Park City, and Taylorsville—people grew food that benefited patients, schools, and neighborhoods. Intermountain chefs offer LiVe Well Healthy Recipes that are regularly featured on KSL TV. Last year, Intermountain hospital cafés and cafeterias offered these same meals as LiVe Well Healthy Plates. About 154,000 LiVe Well Healthy Plates were served—up 174 percent from the previous year. To help encourage exercise, Intermountain’s Health Hub mobile app and website offer a list of 120 Healthy Hikes.

As part of our Feel Well focus, people can access resources about stress, depression, and other topics online. LiVe Well Park Farther stalls encourage people to walk a little farther and be a little healthier. These stalls can be found at a large number of grocery stores, recreation centers, and other businesses. Forty-three new stalls were added at Associated Food locations in 2015 from Logan to St. George.

LiVe Well messages are shared across Intermountain social media channels and IntermountainLiVeWell.org—promoting wellness and interaction with community residents. LiVe Well’s Facebook page has more than 25,000 followers. LiVe Well also shares ideas through text messaging. More than 6,000 people subscribed to LiVe Well text notifications in 2015.

Healthy living is a lifelong journey, and Intermountain LiVe Well is here to help.
Intermountain Board of Trustees

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More than 470 community representatives donate their time and expertise as Intermountain trustees, working without pay to help Intermountain achieve its mission and fulfill its commitments to the community. Trustees serve on the Intermountain Healthcare Board of Trustees, as well as on local hospital, region, division, and foundation governing boards.

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A generous gift to Intermountain Foundation is supporting the new Utah Valley Regional Medical Center replacement project. The hospital recently became part of the Primary Children’s Network, providing advanced pediatric care close to home for Utah County residents.
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Bill Johnson
Neil Johnson
Becky Kearns
Rachel McAree
Rick Nemeroff
Brad Olch
Dyan Pignatelli
Robert Rollo
Bruce Shannon
Lessing Stern
Richard Strasser
Jeremy Wenokur
John Curtis
Joey Hansen
Henry Helesen
Sarah Holmes
Derek Marshall
Jack May
Allen Ostergar
Todd Pedersen
Robin Smailanich
Steve Smoot
Eric Weight

The Intermountain Healthcare Foundation oversees fundraising activities system-wide. Community Development Boards operate under the auspices of the Foundation and engage in fundraising related to Intermountain’s local hospitals. Intermountain Foundation is a 501c3 institution qualified to receive tax-deductible donations from individuals, community organizations, and private foundations and corporations. It ensures that funds are used as donors intend. Donations are gratefully received and enhance our ability to provide charity care, leading-edge technology, research, and new facilities that become part of the community.

Garfield Memorial Hospital & Clinics is owned by Garfield County and managed by Intermountain Healthcare. Its governing board and foundation board are entities separate from Intermountain Healthcare.

These lists include trustees as of April 1, 2016.
Operational Effectiveness

INTERMOUNTAIN STRIVES TO USE RESOURCES WISELY AND PROVIDE EXCEPTIONAL CARE AT THE LOWEST SUSTAINABLE COST

At Intermountain, we seek ways to provide higher-quality, more affordable care for our patients. This is an important commitment, because cost is too often an obstacle to obtaining needed care. We are widely recognized for providing excellent care at costs that are among the lowest in the country.

Intermountain has shown that higher quality in healthcare tends to cost less, because patients typically experience fewer complications, readmissions, and other issues requiring additional medical interventions.

Throughout our hospitals and clinics—and through website resources, mobile apps, and our community partnerships—Intermountain encourages wellness, reaching out to people before they become patients to help them stay healthy.

In addition, Intermountain operates as efficiently as possible. Our Supply Chain Organization is a major contributor to our efficiency and cost management, ensuring quality products and services are effectively sourced, purchased, and distributed system-wide. Since its inception a decade ago, our Supply Chain has saved the community and patients hundreds of millions of dollars.

Intermountain is also committed to sustainable and responsible use of our earth’s resources. Among our many “green” best practices, we recycle about 25 percent of our waste (totaling more than six million pounds each year), strive to follow environmentally friendly building practices, minimize our use of fossil fuels, and obtain safe products from vendors that share our commitments. Our employees and leaders support “Adopt-a-Highway” efforts in Salt Lake City and Ogden and participate in the Utah Clear the Air Challenge, saving tons of emissions.

By operating efficiently and responsibly, Intermountain strives to provide both optimal care and best value for each dollar spent.

*Intermountain Healthcare is widely recognized for providing excellent care at costs that are among the lowest in the country. Our commitment to efficiency and sustainability helps Intermountain provide both optimal care and best value for each dollar spent.*
Intermountain Financial Summary

<table>
<thead>
<tr>
<th>FUNDS AVAILABLE</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Dollars in millions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PATIENT SERVICES AND NON-PATIENT ACTIVITIES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net patient services</strong>, including inpatient and outpatient care, pharmaceuticals, and supplies; net of discounts provided for patients covered by <strong>Medicare, Medicaid</strong>, and other sources because these agencies have limited their level of payment</td>
<td>$ 4,167.4</td>
<td>$ 4,005.8</td>
</tr>
<tr>
<td><strong>Charity services</strong> to qualifying patients unable to pay as part of our ongoing community commitment</td>
<td>(352.9)(^1)</td>
<td>(384.7)(^1)</td>
</tr>
<tr>
<td><strong>Bad debts</strong> for services provided to patients who were unwilling to pay</td>
<td>(215.3)</td>
<td>(152.8)</td>
</tr>
<tr>
<td><strong>Non-patient activities</strong>, including health insurance premiums, contributions, and other resources</td>
<td>2,459.4</td>
<td>2,057.4 (^2)</td>
</tr>
<tr>
<td><strong>Non-operating income</strong> from investing activities</td>
<td>50.6</td>
<td>129.6</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$ 6,109.2</td>
<td>$ 5,655.3</td>
</tr>
</tbody>
</table>

| FUNDS APPLIED | | |
|---------------|---------|
| **Salaries and benefits** to our employees | $ 2,607.4 | $ 2,329.8 \(^2\) |
| **Medical supplies and services** | 2,074.5 | 1,878.8 \(^2\) |
| **Business services, insurance, utilities**, and cost of facility **maintenance** | 823.6 | 729.2 |
| **Depreciation** and **amortization** cost for this year’s use of buildings and equipment | 276.3 | 235.7 |
| **Interest** on borrowed funds | 48.3 | 50.8 |
| **Increase in funds available for future needs** to replace and improve health facilities, technology, and services, and to provide long-term stability | 279.1 | 431.0 |
| **TOTAL FUNDS APPLIED** | $ 6,109.2 | $ 5,655.3 |

(1) This amount represents Intermountain’s unadjusted total. Based on Utah State Tax Commission standards, Intermountain provided adjusted charity care of approximately $202.3 million in 2015 and $224.4 million in 2014.

(2) Certain reclassifications were made to 2014 amounts to be consistent with the way 2015 amounts are presented.
Working As a Team to Provide Best Care

Like all Intermountain clinical facilities, Primary Children’s Hospital is committed to providing exceptional care, and the hospital scores highly in national rankings. Devoted to the principle of “the child first and always,” Primary Children’s works closely with physicians in communities throughout our service area to help children receive optimal care—when possible, close to their homes.

Georgia Brady of Cedar City was diagnosed with acute lymphoblastic leukemia (ALL) at the age of 16 months in 2014. ALL is the most common childhood cancer. In this condition, the bone marrow produces cancerous white blood cells. Thanks to medical advances, the five-year survival rate has skyrocketed from less than 10 percent in the 1960s to more than 85 percent today, according to the American Society of Clinical Oncology. Still, treatment commonly lasts more than two years and is a strain for children and their families.

Thankfully, after receiving initial treatment at Primary Children’s in Salt Lake City, Georgia is now able to receive most of her ongoing treatment close to home. A clinical team, led by Elizabeth Raetz, MD, pediatric hematologist and oncologist at Primary Children’s, coordinates care with Georgia’s pediatrician based in St. George, Martin Nygaard, MD.

“Primary Children’s has been a huge blessing to my family. They have been so accommodating,” says Georgia’s mom, Lyndsey Brady. “And of course Dr. Nygaard is very helpful. He answers all my questions and calls me to follow up. It is very reassuring to know that both Primary Children’s and Dr. Nygaard are caring for us.”

Dr. Raetz notes a spirit of cooperation is core to Primary Children’s culture. “Delivering complex care takes a team of providers. We have wonderful, effective relationships with pediatricians in the community,” she says.

Georgia Brady now receives most of her treatments close to home.
Intermountain Medical Group brings together more than 1,500 physicians and advanced practice clinicians at 185-plus Intermountain Clinics to provide patients with convenient access to high-quality healthcare. We coordinate preventive care and wellness services and manage treatment plans to help people live the healthiest lives possible. We also integrate with a range of specialists.

For many patients, their first contact is with a Medical Group primary care provider—pediatrician, family medicine physician, internist, or advanced practice clinician. These providers work closely with surgeons and other specialists. Intermountain also offers specialty clinics, urgent care clinics such as InstaCare and KidsCare, and WorkMed occupational health clinics. Intermountain Clinics provide highly coordinated, comprehensive care and a number of innovative programs and services, including:

- **My Health.** Patients can access this interactive tool from their smartphones or other devices to see their latest lab results, exchange messages with physicians, request appointments, and more.

- **Patient engagement.** Providers seek to involve patients in their own healthcare decisions, offering tools and information to optimize people’s health and help them LiVe Well.

- **Personalized Primary Care.** Each patient is at the center of a wide range of services and a team of caregivers, including physicians, educators, care managers, mental health providers, and other clinical specialists. Most clinics offer extended hours, care for the whole family, imaging and laboratory services, and minor surgical procedures. Larger clinics also offer pharmacies, physical therapy services, and additional specialists.

- **InstaCare call-ahead.** To cut wait times, patients can call ahead to Intermountain InstaCare clinics or save their place in line using InstaCare.org or the Health Hub mobile app.

- **Comprehensive Care Clinic.** Some patients need extra help, especially if they have challenges in their lives. Intermountain offers a Comprehensive Care Clinic on the Intermountain Medical Center campus to meet the needs of these patients.

*At Intermountain clinics, each patient is at the center of a team of caregivers and a wide range of services.*
At Intermountain, we strive to promote health and access to care for people in our communities—through programs and services offered at our own hospitals and clinics and through supportive partnerships with other community agencies.

Intermountain's Community Benefit efforts in 2015 included:

- **Community clinics for low-income and uninsured populations.** In 2015, Intermountain Healthcare directly operated five clinics and helped financially support 34 independently owned community clinics serving low-income and uninsured people in medically underserved communities. The combined patient visits totaled more than 402,000.

- **Financial assistance for people unable to pay.** In 2015, Intermountain hospitals and clinics provided nearly $353 million in financial assistance (unadjusted). This assistance does not include bad debts, which exceeded $215 million in 2015 (care provided to people unwilling to pay).

- **Diagnostic vouchers.** Intermountain provides diagnostic vouchers for people to visit independent clinics not owned by Intermountain that serve low-income and uninsured people who require specialty physician visits, imaging, or lab services. Intermountain provided more than 11,000 vouchers in 2015 valued at $9 million (included in hospital and clinic charity care totals) to 34 community safety net clinics, reducing barriers that low-income, uninsured people may experience in accessing needed follow-up care.

- **Health and medical education.** Intermountain supported educational programs for the community and healthcare professionals, valued at nearly $35 million in 2015.

- **Medical research.** Intermountain provided more than $7 million in support of medical research during 2015. Our clinical staff is involved in a variety of research projects funded by federal agencies and other not-for-profit organizations.

- **Intermountain Community Care Foundation.** This foundation provides grants to improve access to healthcare services for low-income, uninsured, or medically underserved people. In 2015, the foundation provided $3 million in grants to agencies helping these people.

- **Other contributions.** Intermountain provided additional financial support to programs such as the Utah Clean Air partnership, the Use Only As Directed campaign, the Community Foundation of Utah Field of Interest Fund for creating access to healthcare for homeless people, and other health services.
## Intermountain Healthcare 2015 Charity Care

### NAME OF HOSPITAL

<table>
<thead>
<tr>
<th>Urban Hospitals¹</th>
<th>LOCATION</th>
<th>LICENSED BEDS</th>
<th>STAFFED BEDS</th>
<th>2015 CHARITY CARE$</th>
<th>2015 CHARITY CARE CASES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Alta View Hospital</td>
<td>Sandy, Utah</td>
<td>71</td>
<td>66</td>
<td>$7,304,567</td>
<td>3,652</td>
</tr>
<tr>
<td>2. American Fork Hospital</td>
<td>American Fork, Utah</td>
<td>89</td>
<td>89</td>
<td>$6,440,298</td>
<td>4,533</td>
</tr>
<tr>
<td>3. Bear River Valley Hospital</td>
<td>Tremonton, Utah</td>
<td>16</td>
<td>16</td>
<td>$766,923</td>
<td>855</td>
</tr>
<tr>
<td>4. Dixie Regional Medical Center</td>
<td>St. George, Utah</td>
<td>245</td>
<td>245</td>
<td>$26,635,672</td>
<td>16,689</td>
</tr>
<tr>
<td>5. Intermountain Medical Center</td>
<td>Murray, Utah</td>
<td>472</td>
<td>472</td>
<td>$100,751,723</td>
<td>29,948</td>
</tr>
<tr>
<td>6. LDS Hospital</td>
<td>Salt Lake City, Utah</td>
<td>250</td>
<td>250</td>
<td>$42,698,772</td>
<td>13,696</td>
</tr>
<tr>
<td>7. Logan Regional Hospital</td>
<td>Logan, Utah</td>
<td>146</td>
<td>128</td>
<td>$8,803,919</td>
<td>5,889</td>
</tr>
<tr>
<td>8. McKay-Dee Hospital</td>
<td>Ogden, Utah</td>
<td>321</td>
<td>312</td>
<td>$50,906,397</td>
<td>18,441</td>
</tr>
<tr>
<td>9. Orem Community Hospital</td>
<td>Orem, Utah</td>
<td>24</td>
<td>18</td>
<td>$1,552,408</td>
<td>1,628</td>
</tr>
<tr>
<td>10. Primary Children’s Hospital</td>
<td>Salt Lake City, Utah</td>
<td>289</td>
<td>289</td>
<td>$13,768,128</td>
<td>12,368</td>
</tr>
<tr>
<td>11. Riverton Hospital</td>
<td>Riverton, Utah</td>
<td>97</td>
<td>88</td>
<td>$6,222,531</td>
<td>3,523</td>
</tr>
<tr>
<td>12. The Orthopedic Specialty Hospital (TOSH)</td>
<td>Murray, Utah</td>
<td>40</td>
<td>40</td>
<td>$1,503,152</td>
<td>1,316</td>
</tr>
<tr>
<td>13. Utah Valley Regional Medical Center</td>
<td>Provo, Utah</td>
<td>395</td>
<td>359</td>
<td>$46,476,976</td>
<td>15,798</td>
</tr>
</tbody>
</table>

### Rural Hospitals¹

| 14. Cassia Regional Medical Center | Burley, Idaho | 25 | 25 | $2,472,827 | 4,495 |
| 15. Delta Community Medical Center | Delta, Utah | 18 | 18 | $790,031 | 996 |
| 16. Fillmore Community Medical Center | Fillmore, Utah | 19 | 19 | $586,580 | 529 |
| 17. Garfield Memorial Hospital & Clinics² | Panguitch, Utah | 14 | 14 | - | - |
| 18. Heber Valley Medical Center | Heber City, Utah | 19 | 16 | $1,553,556 | 1,173 |
| 19. Park City Medical Center | Park City, Utah | 37 | 37 | $2,676,957 | 1,275 |
| 20. Sanpete Valley Hospital | Mt. Pleasant, Utah | 18 | 18 | $1,357,591 | 2,128 |
| 21. Sevier Valley Medical Center | Richfield, Utah | 29 | 24 | $1,937,171 | 2,645 |
| 22. Valley View Medical Center | Cedar City, Utah | 48 | 48 | $5,107,205 | 6,541 |
| **22 Hospitals** | | **2,682** | **2,591** | **330,313,384** | **148,113** |

#### Medical Group

- **16,530,292**
- **85,846**

#### Homecare

- **5,083,212**
- **10,474**

#### Other³

- **961,065**
- **648**

#### Total Charity Care⁴

- **$352,887,953**
- **245,081**

---

(1) Urban and Rural designations reflect the location of hospitals relative to U.S. Census Bureau Metropolitan Statistical Areas.

(2) In 2015, Garfield Memorial Hospital & Clinics (Garfield Memorial) provided 762 cases of charity care totaling $484,340 (unadjusted). 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 care provided by other operations such as the Avenues Surgical Center, the McKay-Dee Surgical Center, and Intermountain Rehabilitation Services.

(4) The charity care totals listed in this table represent unadjusted financial assistance provided to people unable to pay. The total adjusted financial assistance based on standards established by the Utah State Tax Commission is approximately $202.3 million.
# 2015 Community Clinic Visits

**COMMUNITY CLINICS PROVIDE SERVICES TO UNINSURE, LOW-INCOME, AND HOMELESS PEOPLE, AMONG OTHERS**

## Intermountain Owned and Operated Community Clinics

<table>
<thead>
<tr>
<th>Clinic Name</th>
<th>2015 Visits</th>
<th>2014 Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermountain Cache Valley Community Health Clinic (Logan)</td>
<td>1,912</td>
<td>2,149</td>
</tr>
<tr>
<td>Intermountain Dixon Middle School Clinic (Provo)</td>
<td>1,691</td>
<td>1,779</td>
</tr>
<tr>
<td>Intermountain North Temple Clinic (Salt Lake City)</td>
<td>7,264</td>
<td>8,839</td>
</tr>
<tr>
<td>Intermountain Pamela Atkinson Lincoln Elementary Clinic (Salt Lake City)</td>
<td>3,517</td>
<td>2,115</td>
</tr>
<tr>
<td>Intermountain Rose Park Elementary Clinic (Salt Lake City)</td>
<td>1,217</td>
<td>1,420</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>15,601</strong></td>
<td><strong>16,302</strong></td>
</tr>
</tbody>
</table>

## Independent Community Clinics Supported by Intermountain

<table>
<thead>
<tr>
<th>Clinic Name</th>
<th>2015 Visits</th>
<th>2014 Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctors’ Volunteer Clinic (St. George)</td>
<td>11,259</td>
<td>10,392</td>
</tr>
<tr>
<td>Family Healthcare Clinic (Cedar City)</td>
<td>4,571</td>
<td>4,435</td>
</tr>
<tr>
<td>Family Healthcare Clinic (Cedar City East, opened Aug. 2015)</td>
<td>583</td>
<td></td>
</tr>
<tr>
<td>Family Healthcare Hurricane Middle School (Hurricane)</td>
<td>2,728</td>
<td>835</td>
</tr>
<tr>
<td>Family Healthcare Clinic (St. George)</td>
<td>16,804</td>
<td>15,291</td>
</tr>
<tr>
<td>Family Healthcare Millcreek High (St. George)</td>
<td>4,307</td>
<td>4,530</td>
</tr>
<tr>
<td>Family Health Services Clinic (Burley, Idaho)</td>
<td>14,002</td>
<td>13,625</td>
</tr>
<tr>
<td>Family Health Services Clinic (Kimberly, Idaho)</td>
<td>4,939</td>
<td>4,983</td>
</tr>
<tr>
<td>Family Health Services Clinic (Rupert, Idaho)</td>
<td>9,564</td>
<td>10,777</td>
</tr>
<tr>
<td>Fourth Street Clinic (Salt Lake City)</td>
<td>32,318</td>
<td>30,409</td>
</tr>
<tr>
<td>Hope Clinic (Salt Lake City)</td>
<td>12,500</td>
<td>6,480</td>
</tr>
<tr>
<td>Kazan Memorial Clinic (Escalante)</td>
<td>3,849</td>
<td>1,902</td>
</tr>
<tr>
<td>Maliheh Clinic (Salt Lake City)</td>
<td>16,166</td>
<td>15,303</td>
</tr>
<tr>
<td>Midtown Community Health Center (Ogden)</td>
<td>67,931</td>
<td>68,809</td>
</tr>
<tr>
<td>Midtown Community Health Center (South Salt Lake)</td>
<td>8,728</td>
<td>2,943</td>
</tr>
<tr>
<td>Midtown Hope Community Health Center (Ogden, opened Aug. 2015)</td>
<td>713</td>
<td></td>
</tr>
<tr>
<td>Midtown James Madison School Clinic (Ogden)</td>
<td>3,225</td>
<td>3,409</td>
</tr>
<tr>
<td>Midvalley Clinic (Utah Partners for Health, Salt Lake City)</td>
<td>6,767</td>
<td>2,963</td>
</tr>
<tr>
<td>Mountainlands Family Health Center—Payson</td>
<td>5,228</td>
<td>4,949</td>
</tr>
<tr>
<td>Mountainlands Family Health Center—Provo</td>
<td>30,236</td>
<td>31,335</td>
</tr>
<tr>
<td>Mountainlands Family Health Center—Vernal</td>
<td>4,280</td>
<td>2,950</td>
</tr>
<tr>
<td>Mountainlands Family Health Center—Wasatch (Provo)</td>
<td>3,313</td>
<td>1,483</td>
</tr>
<tr>
<td>Mountainlands Family Health Center—Homeless (Provo, opened Aug. 2015)</td>
<td>533</td>
<td></td>
</tr>
<tr>
<td>Odyssey House Martindale Clinic (Salt Lake City)</td>
<td>2,237</td>
<td>1,895</td>
</tr>
<tr>
<td>Peoples’ Health Clinic (Park City)</td>
<td>8,547</td>
<td>9,435</td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—72nd Street Clinic</td>
<td>12,161</td>
<td>14,523</td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—Central City</td>
<td>20,635</td>
<td>23,308</td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—Ellis R. Shipp (opened Dec. 2015)</td>
<td>419</td>
<td></td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—Neighborhood Clinic</td>
<td>4,027</td>
<td>4,929</td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—Oquirrh View</td>
<td>32,287</td>
<td>29,457</td>
</tr>
<tr>
<td>Salt Lake City Community Health Center—Stephen Ratcliffe</td>
<td>17,034</td>
<td>21,476</td>
</tr>
<tr>
<td>Utah Partners for Health (Salt Lake City)</td>
<td>7,723</td>
<td>7,261</td>
</tr>
<tr>
<td>Volunteer Care Clinic (Provo)</td>
<td>3,470</td>
<td>3,180</td>
</tr>
<tr>
<td>Wayne County—Bicknell Community Health Center</td>
<td>13,452</td>
<td>12,745</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>386,536</strong></td>
<td><strong>366,010</strong></td>
</tr>
</tbody>
</table>

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1. The number of visits for individual clinics may fluctuate from year to year due to a number of factors, including temporary variations in capacity.
3. Clinic visit statistics were provided by the respective clinics.
4. Intermountain’s financial support of independent clinics includes grants from the Intermountain Community Care Foundation, cash, and in-kind contributions such as diagnostic vouchers and lab services.
Reaching Out to Improve Health in Our Communities

WE SEEK TO UNDERSTAND HEALTH NEEDS IN COMMUNITIES, AND WE WORK WITH OTHERS TO IMPROVE HEALTH

Intermountain seeks to understand local health needs through a comprehensive Community Health Needs Assessment (CHNA) for each of its hospitals. This assessment engages members of the community and analyzes public health status information. Results are used to inform system-wide and local strategies to improve community health.

Assessments are based on a review of data and input from community members representing the broad interests of residents. The focus includes the healthcare needs of medically underserved and low-income populations. Intermountain is conducting its 2016 Community Health Needs Assessments in collaboration with state and local health departments and will develop strategies to address needs and improve health.

Our previous needs assessment, conducted in 2013, identified four community health priorities:
1) prevention, detection, and management of chronic diseases;
2) access to healthcare for low-income populations;
3) access to appropriate behavioral health services for low-income populations; and
4) accident and injury prevention for children and adolescents.

Each hospital developed a three-year implementation strategy to address one of the four health priorities.

Highlights in 2015 included:

1. Preventing chronic diseases. Our South Region again provided a 100-day Heart Challenge that brought participants throughout Utah Valley together in an education series to improve overall heart health.

2. Access to healthcare. Park City Medical Center participated in a collaborative network to increase the number of eligible children and adults enrolled in Utah’s Children’s Health Insurance Plan (CHIP) and Medicaid, as well as referrals to medical homes.

3. Access to behavioral health. Intermountain works with agencies to establish mental health networks that significantly improve access for low-income and uninsured people to detoxification, counseling, medication management, and peer support services. This reduces Emergency Department visits and inpatient treatment. Funding was provided for a sixth network to be added.

4. Accident and injury prevention. Utah has the fourth highest traumatic brain injury hospitalization rate in the country for children ages 5 to 14, due in part to off-highway vehicle accidents. Primary Children’s Hospital and the Utah State Division of Parks and Recreation partnered in a multimedia campaign to promote safety training. More than 200 children received ATV Rider’s Ed training and certification, 400 helmets were distributed, and 11 courses were taught throughout Utah.
Community Clinics Provide a ‘Medical Home’ for the Underserved

Undetected diabetes left Mars Russell, a student at Lincoln Elementary in Salt Lake City, sick, tired, and very thin. In 2015, Jan Beckstrom, RN, and the team at Intermountain Lincoln School Clinic discovered that Mars had diabetes. They now work with him to help him manage the disease.

Mars’s situation is not unusual. In 2015, patients received care in more than 402,000 visits at 39 community clinics Intermountain either operates directly or financially supports. The clinics serve people who might otherwise have difficulty getting care, including those with low incomes or who lack adequate insurance. Services are provided on a sliding-fee scale based on ability to pay. Those unable to pay anything receive care at no charge.

“Intermountain operates clinics in locations that otherwise don’t have medical services available, providing a ‘medical home’ for those in need,” says Mikelle Moore, Vice President of Community Benefit for Intermountain Healthcare. “We operate several of these clinics in schools because they’re a great setting for connecting with families in a safe place that’s trusted. The clinics are open to everyone in the neighborhoods.”

A medical home is a place people can go when everyday medical needs arise—like fever or bronchitis. It is also a place where patients with chronic conditions such as asthma and diabetes can go for help in managing their diseases.

Mars’s father, Jared Russell, says the family is very grateful for the ongoing care Mars receives at Lincoln School Clinic. “It makes me feel really good as a parent to have him here. We are able to meet with everyone and be on the same page with how to help him. When I go to work, I don’t have to worry.”

Ongoing care provided at Intermountain Lincoln School Clinic helps Mars Russell manage his diabetes and live a healthy lifestyle.
New Digital Tools Link Patients with Intermountain Resources

INTERMOUNTAIN HEALTHCARE ANNUAL REPORT 2015

Intermountain’s new digital tools help people live the healthiest lives possible anytime, anywhere. At the forefront of these resources is Intermountain Connect Care®, a convenient new way to receive basic medical attention. Using a smartphone, tablet, or computer, you can log in at intermountainconnectcare.org and speak with an Intermountain caregiver face-to-face to address a variety of health issues. You might have a cough you haven’t been able to shake. Maybe you’ve cut yourself and you’re wondering if you need stitches. Or possibly your child has an earache.

Connect Care is affordable. Using video “telehealth” technology, caregivers perform an evaluation for only $49 and even prescribe necessary medication. Some health insurance plans are accepted, but insurance is not required. Intermountain Connect Care® gives you 24/7/365 access to a trusted Intermountain provider, and information from your visit is included in your electronic health record, so your personal physician and other care teams can follow up as needed. In addition to Connect Care, Intermountain continues to improve technology that puts quality healthcare at your fingertips, including:

• **Health Hub mobile app.** We added InstaCare wait times through our free Health Hub mobile app, and you can now save your place in line when visiting an InstaCare. You can also access Connect Care from the Health Hub app. Download from the Apple App Store or Google Play Store.

• **Website.** We’ve streamlined Intermountain’s website to more easily find a doctor, locate the nearest hospital or clinic, and find other resources you need to stay healthy. Visit IntermountainHealthcare.org from your computer or mobile device.

• **YouTube.** We launched a YouTube channel called Healthy Dialogues, where you can watch videos on the latest healthcare innovations.

• **Blogs.** We’ve built an even more robust blog network with health news you can use.

• **Social media.** We’re sharing health tips through social channels like Facebook, Instagram, Pinterest, and Twitter.

• **Texting and emails.** We invite consumers to opt-in to receive text and email messages, including weekly Intermountain Moms updates by email or by texting “Mom” to 91234, a weekly 40 Weeks of Pregnancy email newsletter, and LiVe Well tips via email or by texting “LiVeWell” to 91234.
As a not-for-profit health plan and part of Intermountain Healthcare, SelectHealth provides personalized service and helps members achieve their best possible health.

A key milestone was reached Jan. 1, 2016, with the launch of SelectHealth Share, an innovative insurance product for large employers. This new product demonstrates our collective commitment to better health, better care, and more affordable costs. This unique, four-way partnership—among employers, employees, providers, and SelectHealth—is expected to result in more affordable and predictable costs, with guaranteed annual premium rates in the second and third years of the three-year employer agreement.

SelectHealth, Intermountain, and providers are working together in a new model that aligns incentives to provide quality care at an affordable cost. Employers commit to engage their employees in a culture of health at the workplace, and their employees have incentives to optimize their health and work closely with their providers in making decisions that affect their health, their care, and its cost. We believe a highly engaged, collaborative relationship between individuals and their providers is the foundation for the best possible health and care.

SelectHealth offers a wide range of affordable health benefit options for all populations. In addition to employer-sponsored health coverage, plans are available for individuals and for those eligible for Medicare, Medicaid, and the Children’s Health Insurance Plan (CHIP).

SelectHealth promotes healthy lifestyles not only through its benefit options but also through schools, worksite programs, and community-based collaborations. For example, SelectHealth is a sponsor of GREENbike SLC, Salt Lake City’s bike share program. Also, the annual Select 25 Awards recognize 25 organizations that advance health and well-being in the communities we serve. Past recipients include Utahns Against Hunger, Neighborhood House, Kane County Victim Services, and Safe Kids. Each Select 25 Award recipient receives $2,500 and marketing support to help promote its efforts.
The region in which Intermountain operates ranks among the nation’s best in most measures of healthcare quality and affordability. As a leading health system in the area, Intermountain contributes to these results, which include the following:

- Utah is ranked in the highest quartile of all states in overall healthcare quality (Agency for Healthcare Research and Quality, 2013 State Snapshots).

- Both Utah and Idaho are in the highest quartile in quality of hospital care, according to the National Healthcare Quality Report 2013 (published in May 2014 by the U.S. Department of Health and Human Services).

- Utah and Idaho have average health insurance premiums that are among the lowest in the nation (Kaiser Family Foundation, 2013 data).

- Idaho and Utah are ranked third and fourth in the nation, respectively, in avoidable hospital use and costs (Commonwealth Fund 2014 Scorecard).

- Utah ranks among the top 10 states for low infant mortality rates (Commonwealth Fund 2014 Scorecard).

- Average annual payments for Medicare fee-for-service enrollees in Utah are 17 percent lower than they are for the nation as a whole (Centers for Medicare & Medicaid Services, 1996-2013 data).

- Utah is lowest in the nation ($5,031) and Idaho is fourth-lowest ($5,658) in personal health spending per capita, compared to the national average of $6,815. Utah is 26 percent below the national average, and Idaho is 17 percent lower (CMS, 2009 data, most current available).
Many organizations—national and local—recognized Intermountain and its affiliates in 2015 with awards and high rankings.

**Top Integrated Delivery Networks.** *IH (Integrated Healthcare) Executive* magazine included Intermountain among 10 organizations that “are innovating across a variety of care types and settings to help transform the U.S. healthcare system.”

**Best for Patient Safety and Experience.** The Patient Safety Movement Foundation named Intermountain as one of the “Top Three Healthcare Institutions Demonstrating the Most Lives Saved” based on our success in reducing harm from adverse drug effects. In addition, a leading consumer magazine named the best hospitals in the U.S. for patient safety and patient experience, and six Intermountain hospitals—Valley View, Dixie Regional, Intermountain Medical Center, Logan Regional, McKay-Dee, and Riverton—were included among the 32 hospitals listed.

**Five of the Nation’s 100 Top Hospitals.** In its annual top hospitals study, Truven Health Analytics honored five Intermountain hospitals—Valley View, LDS Hospital, Logan Regional, McKay-Dee, and Riverton—as being among the nation’s 100 best hospitals.

**Disruptive Innovation in Healthcare.** A Brookings Institution report entitled *Disruptive Innovation Transforming U.S. Healthcare* prominently featured Intermountain with examples and comments from Intermountain leaders.

**Highest in Member Satisfaction.** For the sixth consecutive year, SelectHealth ranked highest for member satisfaction among health plans in the Mountain region, according to a J.D. Power and Associates study.

**HealthStrong Hospitals.** Ten Intermountain hospitals were designated as 2015 HealthStrong Hospitals by iVantage Health Analytics.

**Employer of Choice.** Intermountain and SelectHealth received several work environment and employment-related honors in 2015, including: Great Places to Work in Healthcare (*Becker’s Hospital Review*), America’s Best Employers (*Forbes*), Great Workplace Award (Gallup), 100 Best Places to Work in IT (*Computerworld*), Fit-Friendly Worksit (American Heart Association), and Top Workplaces in Utah (*Salt Lake Tribune*).

**Leadership Recognition.** In 2015, Intermountain Board of Trustees Chair Scott Anderson received the Becker’s Healthcare Leadership Award. Intermountain leaders also were included on national lists of the top hospital and health system executives, most influential people in healthcare, most influential physician executives, leaders in patient safety, leaders in health IT, and other recognitions.

**Health Innovation.** Intermountain was honored with the 2015 Microsoft Health Innovation Award and earned a spot on the *InformationWeek* Elite 100 list of business technology innovators. Intermountain was named among the nation’s top five Most Innovative Healthcare Providers, according to a 2015 study conducted by healthcare market research firm peer60.
CMS Star Rating System. The CMS (Centers for Medicare and Medicaid Services) Hospital Compare tool added a five-star rating system in 2015 reflecting ratings in patient satisfaction measures. All 16 eligible Intermountain hospitals earned either four or five stars. (The six remaining hospitals did not have sufficient volumes to be included in the rating system.)

U.S. News Best Hospitals. Primary Children’s Hospital again ranked among the nation’s best children’s hospitals, according to U.S. News & World Report. It was nationally ranked in seven pediatric specialties. Intermountain Medical Center was the co-winner of the Best Regional Hospitals honor for Utah from U.S. News, and Intermountain hospitals received 12 “high-performing” ratings in high-volume surgical procedures or conditions under a new rating system from U.S. News.

Hospital and Clinic Quality Awards. Six Intermountain hospitals and 55 Intermountain Medical Group Clinics received the HealthInsight Quality Award in 2015.

Consumer Choice. National Research Corporation (NRC) presented the Consumer Choice Award to three Intermountain hospitals—McKay-Dee, Intermountain Medical Center, and Utah Valley Regional—for being the top-rated hospitals in their respective geographic markets, according to a survey of nearly 2,000 consumers in the area. Logan Regional was also honored by NRC as a Patient-Centered Care Champion.

Aviation Safety. Intermountain Life Flight received the 2015 Vision Zero (zero accidents) Aviation Safety Award from the Association of Air Medical Services and Airbus Helicopters.

Most Wired. For the 16th time in the past 17 years, Intermountain Healthcare was included among Health Care’s Most Wired as designated by Hospitals & Health Networks magazine.

Top Performers. The Joint Commission named 11 Intermountain hospitals among the Top Performers on Key Quality Measures. In addition, iVantage Health Analytics and the National Organization of State Offices of Rural Health named 10 rural Intermountain hospitals as Top Performers in 2015.

Supply Chain Excellence. Intermountain Healthcare was again ranked third in the nation on the Gartner Healthcare Supply Chain Top 25.
iCentra. In partnership with Cerner Corp., Intermountain began to implement iCentra, a new electronic health record (EHR), practice management, and revenue cycle system, at Intermountain hospitals and clinics. Implementation began in northern Utah and is proceeding in other areas during 2016 and 2017.

TeleHealth. As part of its TeleCritical Care Program, Intermountain completed installation of TeleHealth technology in intensive care units at all 12 of its hospitals with an ICU, providing critically ill patients with an extra layer of support.

Life Flight. Intermountain formed an affiliation with Uintah Basin Medical Center to bring the Intermountain Life Flight program to Roosevelt, Utah. Under the program, a medical helicopter is based full-time at the hospital to provide service across eastern Utah.

Prescription meds campaign. Intermountain Healthcare and the Utah Department of Health launched a partnership aimed at reducing the misuse and abuse of prescription medications. The program features various elements, including installation of permanent medication disposal drop boxes, public service announcements across various media channels, provider education, and treatment services.

Cancer technology. The Intermountain Cancer Center at American Fork Hospital announced plans for construction of a radiation vault room and purchase of equipment needed for High-dose Rate (HDR) Brachytherapy, which is used to treat prostate, breast, and gynecological cancers.

Amerinet. Intermountain Healthcare acquired substantially all of Amerinet, a leading healthcare group-purchasing organization, to more effectively offer supply chain expertise and technologies in the healthcare field. In early 2016, Amerinet adopted a new name: Intalere (derived from a Latin word meaning “to nourish”).

Hospital rebuilding and renovation project. Intermountain’s Utah Valley Regional Medical Center began construction on its $430 million hospital replacement project, which will include a 12-story patient tower and a 9-story outpatient building.

The White House Precision Medicine Initiative (PMI) invited Intermountain to join experts at the National Institutes of Health’s Advisory Council to align healthcare resources to accelerate understanding of the effect of individual variability on disease prevention and treatment.
Intermountain Homecare & Hospice was chosen to participate in the U.S. Department of Health and Human Services’ Medicare Care Choices Model.

Intermountain Precision Genomics received certification to have its core lab accept tissue samples from cancer patients in 48 of 50 U.S. states. The core lab also received accreditation from the College of American Pathologists.

A medical simulation center—the most advanced in the region—opened at Intermountain’s LDS Hospital.

An Intermountain and Stanford Medicine collaboration supports innovative projects in research, patient care, and medical education. A grant will support clinical research projects in heart disease and cancer and methods to improve healthcare delivery and clinician training.

The Loveland Clinic for Blood Cancer Therapy opened at Intermountain’s LDS Hospital thanks to a generous donation by Lynnette Loveland, honoring the memory of her husband, James, who passed away in 2005 following a battle with acute myeloid leukemia. The 9,000-square-foot clinic serves blood and marrow transplant and acute leukemia patients and their donors region-wide.

The White House Antibiotic Stewardship Forum invited Intermountain to participate in a symposium on the problem of overuse of antibiotics.

A Salt Lake County initiative to address homelessness and the challenges the homeless face received a $500,000 contribution from Intermountain. The donation supports healthcare delivery for homeless individuals and families.

New hospital in Davis County. Intermountain announced plans to build a new 300,000-square-foot hospital and medical office building in Layton. Construction is expected to run from 2016 to 2018. This facility will include Primary Children’s Hospital Outpatient Services.

Transparency. Intermountain launched a transparency initiative—demonstrating accountability to others and our commitment to acting as responsible members of the community. Physician profile pages on our website now show star ratings and verbatim comments about physicians who treat patients at Intermountain facilities. Star ratings reflect patient survey ratings of their care experiences with physicians. For the future, Intermountain is exploring a similar system of posting patient ratings of hospitals, as well as transparency with respect to pricing.
**Pediatric cancers.** Primary Children’s Hospital and Ringling Bros. launched a unique pediatric cancer research study and funding effort that involves researching why elephants have such a low incidence of cancer, what makes this cancer resistance possible in elephants and not humans, and how this may correlate to new treatments for pediatric cancers.

**Autism and labor/delivery.** A collaboration between Intermountain Healthcare, the University of Utah’s Obstetrics and Gynecology Department, and the University of Utah’s Psychiatry Department found that induced or augmented labor does not result in an increased risk of children developing autism spectrum disorder (ASD).

**Back pain.** Intermountain’s Physical Therapy Services was awarded a $2.4 million grant to conduct research focusing on targeted interventions to prevent chronic lower back pain in high-risk patients.

**Heart attacks and air quality.** A study conducted by researchers at the Intermountain Medical Center Heart Institute on more than 16,000 patients who had suffered three types of heart attacks found that poor air quality increases the risk of suffering the most serious type of heart attack.

**Depression and heart disease.** A study by researchers at the Intermountain Medical Center Heart Institute found patients with moderate to severe depression had a greater risk of cardiovascular disease. The study suggests screening for and treating depression can help lower the risk.

**Treating traumatic brain injury.** A study by Intermountain Medical Center and nine other hospitals found traumatic brain injury patients responded better with immediate and aggressive therapy. Therapies like walking for short lengths of time may have a greater impact than less aggressive therapies performed over a longer length of time.

*“Intermountain Healthcare is an internationally respected delivery system that has achieved consistently excellent patient outcomes.”*  
—Lloyd Minor, MD, Dean, Stanford School of Medicine