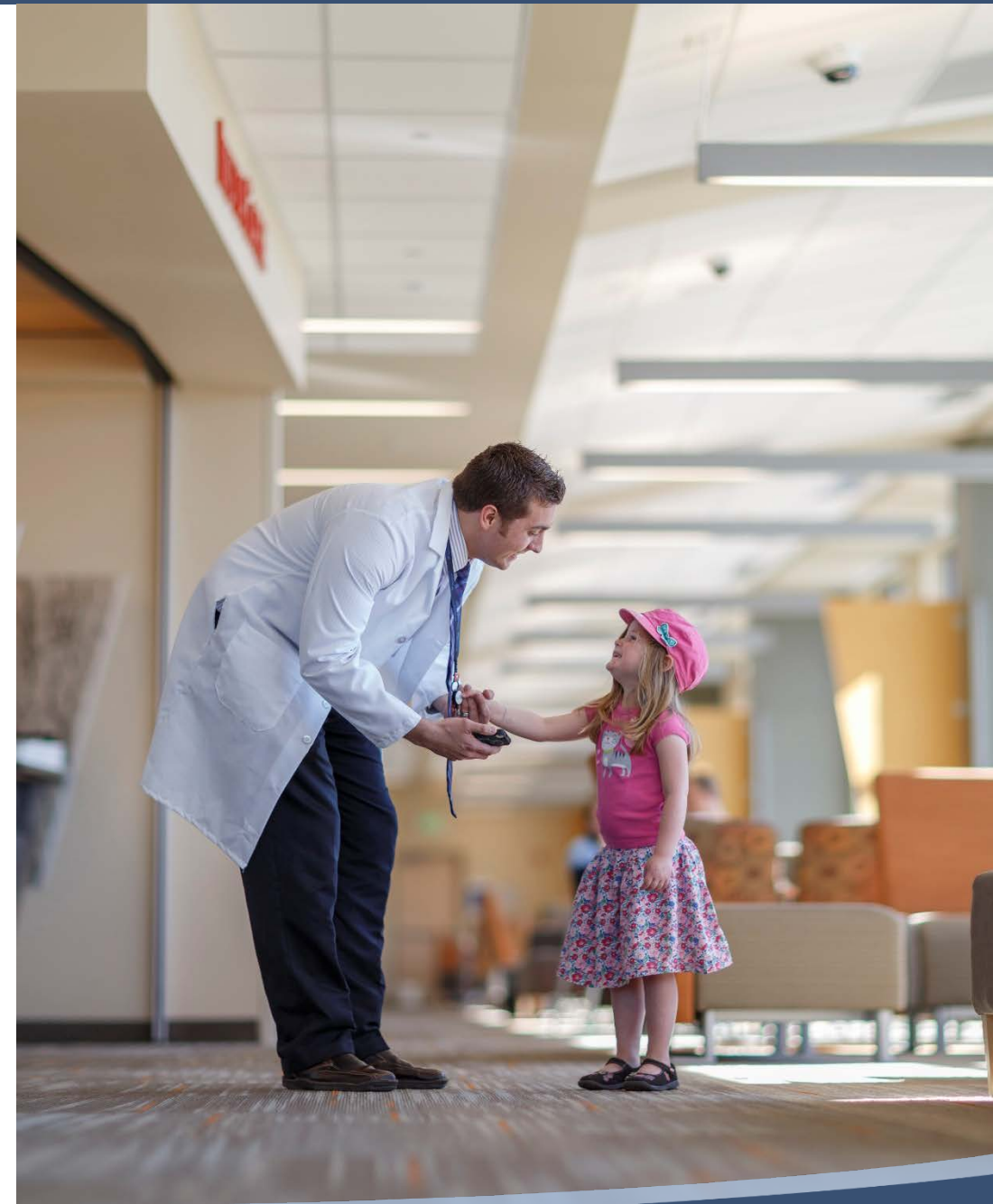


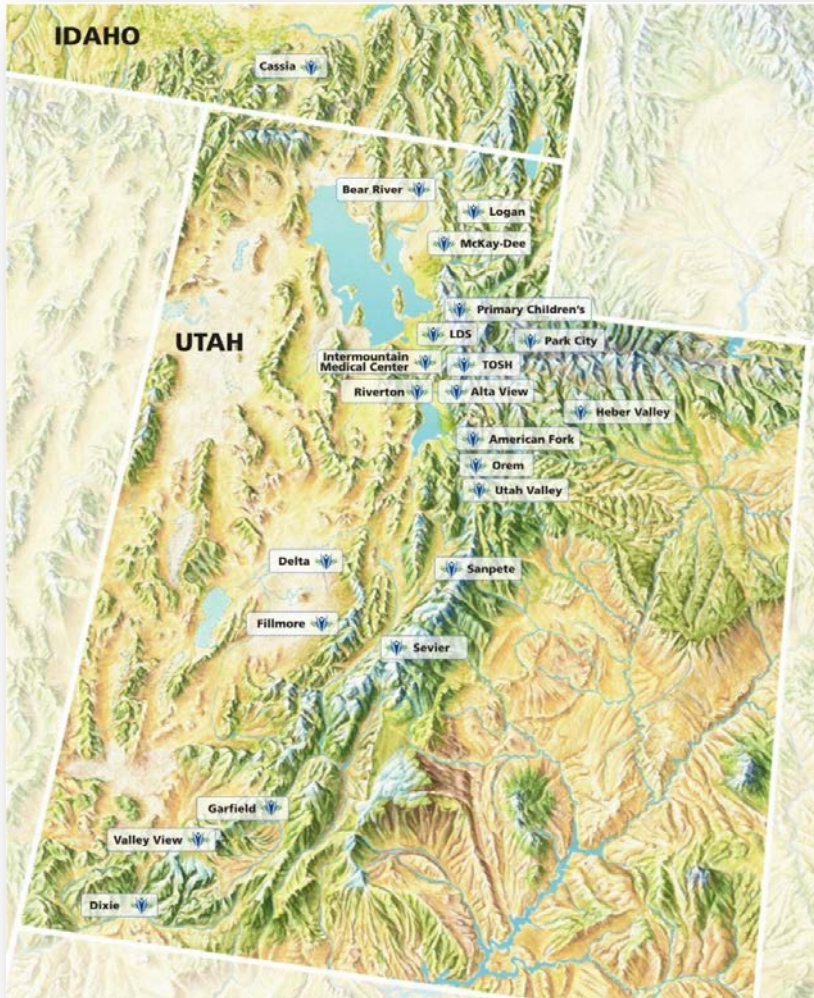
# The Evolution of Service Line Design to Address Population Health

The Leadership Institute Roundtable  
March 15, 2017

*Kim Henrichsen, RN, MSN, Vice President, Clinical Operations & Chief Nursing Officer*  
*Brent Wallace, MD, Chief Medical Officer*



# Mature Integrated Health System



## Hospitals (41 years)



- 22 hospitals
- 2,670 licensed beds
- 160 primary/specialty clinics

## SelectHealth Plans (33 years)



- 800,000 members in Utah and Idaho

## Medical Group (22 years)



- 1,350 employed physicians
- 600 adv. practice clinicians
- 30 InstaCare clinics

## Clinical Programs (19 years)



- 10 key service lines

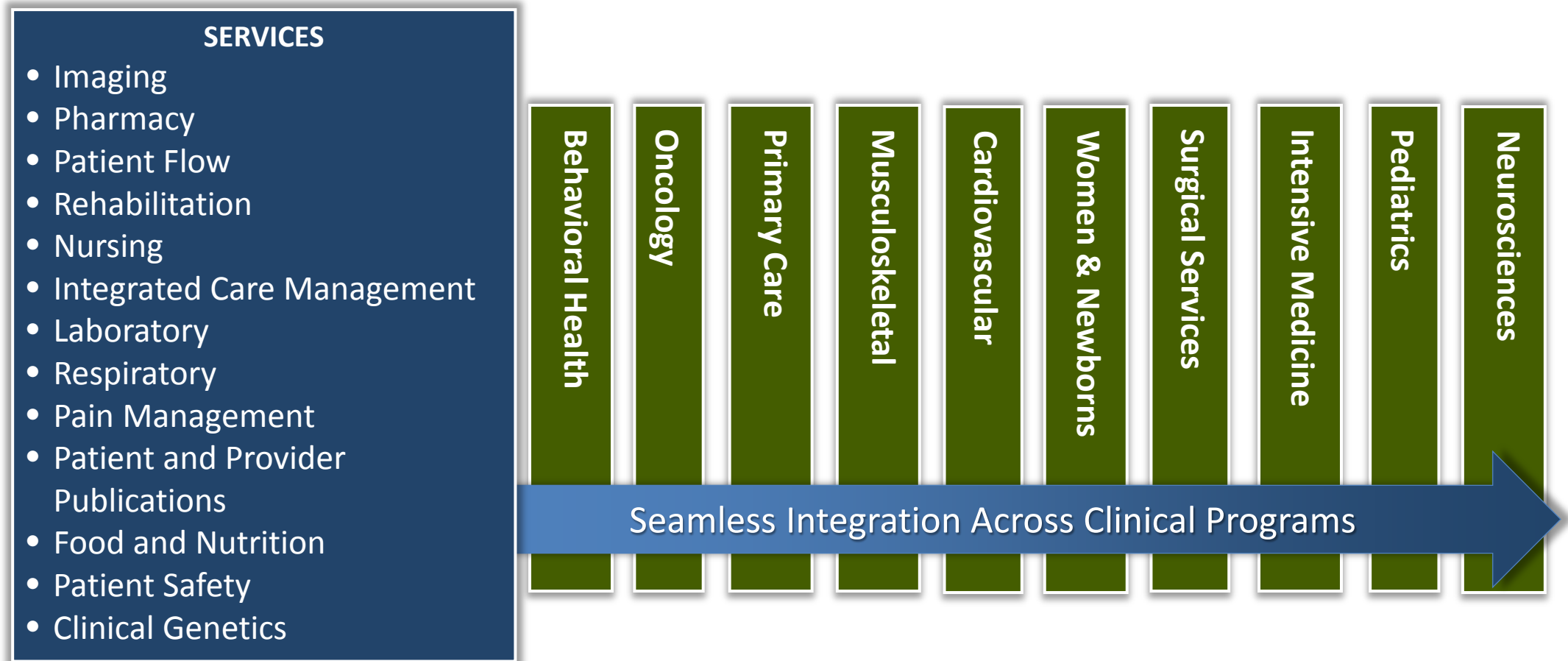
# What are Intermountain Clinical Programs?

The major vehicle to address the delivery and support of high quality, cost effective health care

Organization based on integration of medical providers and operational leadership



# Clinical Programs & Services Working Together

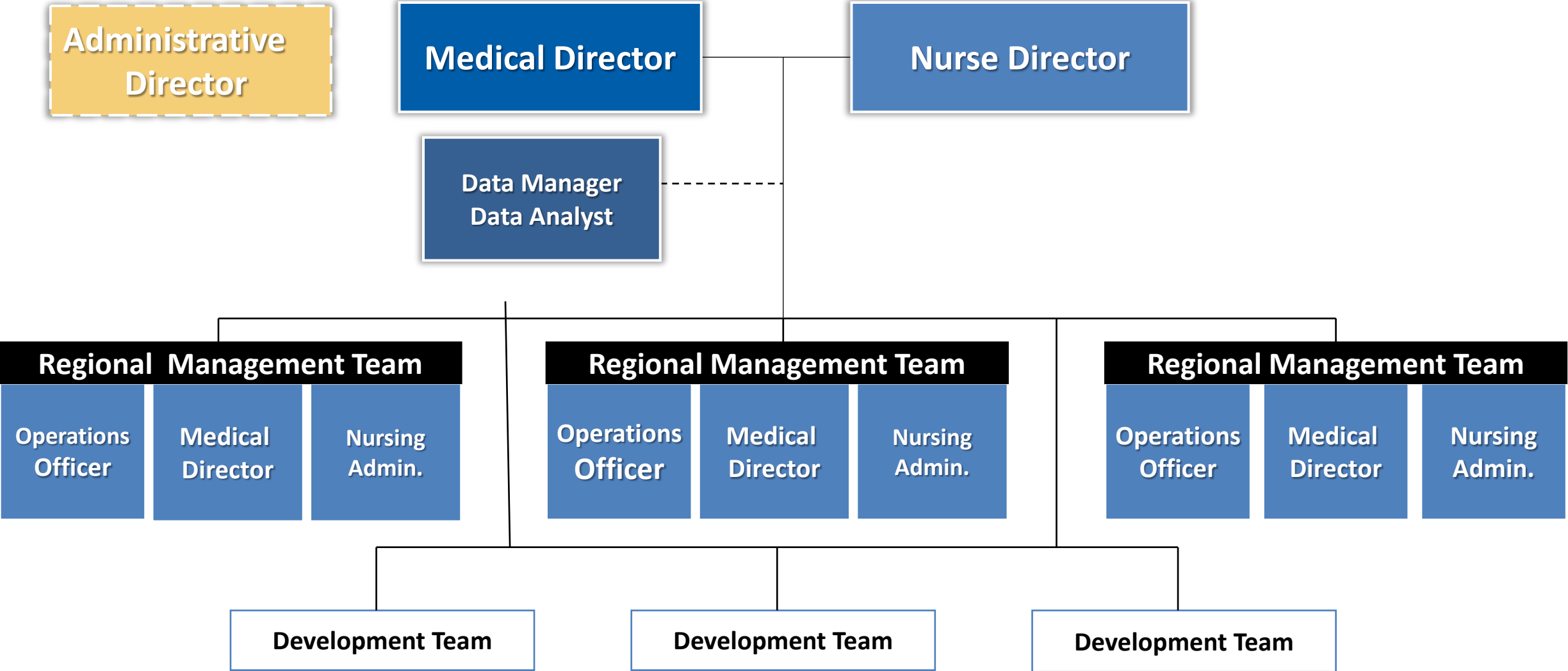


# Timeline



# Clinical Program Structure

System-wide Guidance Council



## Clinical Programs: Overview of Guidance Council and Development Teams

Guidance Council	Behavioral Health	Cardiovascular	Intensive Medicine	Pediatrics	Primary Care	Musculoskeletal	Neurosciences	Oncology	Surgical Services	Women & Newborns
	Carolyn Tometich Mark Foote, MD	Colleen Roberts Don Lappé, MD	Nancy Nelson Terry Clemmer, MD	Carolyn Reynolds Jeffrey Schunk, MD	Sharon Hamilton Wayne Cannon, MD	Joan Lelis Hugh West, MD	Jeremy Fotheringham Robert Hoesch, MD	Brad Bott William Sause, MD	Jeannette Prochazka David Skarda, MD	Teri Kiehn Ware Branch, MD
	Responsible for development of strategic direction, establishment of goals, approval of best practices, and approval body for development teams									
Development Teams	Access Centers	Cardiology Donald Lappé, MD	Critical Care Russ Miller, MD	Pediatric Infectious Disease Emily Thorell, MD	ADHD Brenda Reiss-Brennan	Clinical Information Systems Ben Widmer, MD	Epilepsy Tawnya Constantino, MD	Breast Cancer Teresa Teasing, MD	Anesthesia Sheldon Turst, MD Will Shakespeare, MD	Gynecology Sara Jane Flaper, MD
	Care Standards: Crisis Team ED/BH Eating Disorders Suicide Assessment & Prevention	CV Surgery John Dory, MD	Emergency Care Todd Allen, MD	Quality Gabe Larsen, MD	Anti-Coagulation Scott Woller, MD	Fracture Warren Butterfield, MD	Concussion Eric Robinson, MD	Colorectal Cancer Te Kan, MD	Bariatric Rick Rasmussen, MD Shorn Smith, MD	Maternal Fetal Medicine Marc Jackson, MD
	Community Relationship Collaborative	Electrophysiology Jared Burch, MD	Hospitalist Development RJ Bunnell, MD	Pediatric Diabetes Mary Murray, MD	Asthma Wayne Cannon, MD	Total Joint Kate Mombberger, MD	Cognitive Care Meg Skibitsky	Genitourinary Cancer Jay Bishoff, MD	Blood Kael Mikosell, MD	NICU Con Yee Ling, MD
	Contracting Standards	Equipment Planning Scott Allison	Transport Bill Bernhart, MD		Chronic Kidney Disease Wayne Cannon, MD		Neurosurgery Benjamin Fox, MD	GYN Cancer Andres Solsson, MD Mark Dodson, MD	Endoscopy Mike Sassenheimer, MD	Obstetrics Ware Branch, MD
	Measures of Success: Outcomes FQRC	Heart Failure Deborah Budge, MD	Trauma Mark Stevens, MD		Diabetes Wayne Cannon, MD		Spine Stephen Warner, MD	Lung Cancer David Griffin, MD Denizce Blagov, MD	Women & Newborn Nurse Administrator Teri Kiehn	
	Recruitment & Retention Staffing	Imaging & Diagnostic Cardiology Donald Lappé, MD	Tele-Critical Care Bill Bernhart, MD		Healthy Lifestyles – Adult & Peds Wayne Cannon, MD		Stroke Kevin Call, MD	Melanoma Tawnya Bowles, MD	General Surgery Robert Moessinger, MD	Well Newborn Glen Huff, MD
	Substance Use Disorder Mark Foote, MD	Interventional Cardiology Donald Lappé, MD			Hypertension Wayne Cannon, MD			Sarcoma Cancer Jocile Miles, MD	Quality	
					Intimate Partner Violence Wayne Cannon, MD				Plastics Rob Ferguson, MD	
					Lipids Wayne Cannon, MD				Robotics (Uro/Gyn) Jay Bishoff, MD	
					Mental Health Integration Brenda Reiss-Brennan					
					Pediatric Preventative					
	Under the direction of the Guidance Council, development teams identify and prioritize key processes to improve quality and efficiency. These teams also support research.									

# Role of Primary Care in the Evolution of Service Lines

Over time primary care has collaborated and integrated with nearly all of the other 9 clinical programs



# Current

All Clinical Programs focused on continuum



## Health Pathway

Preventative

Diagnosis

Management

Treatment

Recovery  
or  
Rehabilitative

Palliative

# Financial Considerations: Fee for Service | Value Based Reimbursement Including Bundles

- Quality patient care a priority over financial results
- All programs charged to maximize operational efficiencies – facilitates bundled payment success
- All programs charged to define and facilitate appropriate utilization – facilitates capitated payment success



## Past Successes

- Community Acquired Pneumonia
- Elective Inductions
- Ventilator Associated Pneumonia
- Childhood Asthma
- Febrile Infant
- Sepsis Care
- Cardiac Care
- Neonatal Care
- Mental Health Integration



# Early Returns and Lessons Learned

- Leadership is critical
- Defined metrics of success and accurate data reporting are drivers of improvement
- Successful improvements require perseverance and repetition of education
- Clarity of organizational priorities and vision



# Questions?