

***Reimagined  
Primary Care***

**EMRAM** 

Case Study

# Intermountain Healthcare

## Profile

**Intermountain Healthcare** is an internationally recognized, integrated, not-for-profit health system based in Salt Lake City, Utah, (USA) with 33 Hospitals, (includes „virtual“ hospital), 385 Ambulatory Care Centers (clinics), approximately 3,900 employed physicians and advanced practice providers, and a health insurance company, Select Health, which covers more than 1.2 million lives. Intermountain is widely recognized as one of the premier healthcare systems in the United States and as a leader in transforming healthcare through high-quality clinical outcomes and efficient healthcare delivery at a sustainable cost.

Intermountain is the largest healthcare provider in the Intermountain West with more than 60,000 caregivers (employees) serve communities in seven US primary states: *Utah, Idaho, Nevada, Colorado, Wyoming, Montana, and Kansas*, and also regularly treat patients from other parts of the Intermountain West. In addition to the services and care it offers in its physical facilities, Intermountain Healthcare also provides extensive telehealth services with over 35 telehealth programs in the western United States, further enhancing Intermountain Healthcare’s ability to provide quality-based medical care to patients across its vast geography. Intermountain has been delivering on its mission of helping people live the healthiest lives possible.

Intermountain Healthcare is the **first healthcare system in the world** to earn “**Triple Stage 7 Organization**” status by adding HIMSS’ new EMRAM22 **Aspirational Maturity Model Standard** requirements to their O-EMRAM and AMAM Stage 7 achievements, for care facilities located in Utah & Idaho.

Intermountain’s quest for better health and high-quality care at more affordable costs is the driving force behind Intermountain’s commitment to truly transform healthcare across the country. Intermountain Healthcare is uniquely positioned in the nation to provide technological advancements and innovative solutions that help meet the demand for high quality care at a sustainable cost with a long history of excellence in healthcare technology & innovation, development and to find solutions that help patients and those who provide care and to improve care and outcomes for patients.

**Date Stage 7 was achieved: March 1, 2022**

## The Challenge

Intermountain Healthcare’s challenge was to design and implement a reimagined primary care-based approach focused on delivering the best care possible to the value-based populations for which they hold financial risk. The goal was to blend best practices and learnings from innovative and integrative models across the country to develop the processes, tools, competencies, and culture to be successful in managing risk.

Intermountain’s approach, termed Reimagined Primary Care (RPC) is part of a growing national trend of such models that aim to transform population health and patient care. The current model of care is siloed, slow, variable; the reimagined model needed to be team-based, fast, and standardized. The ultimate difference would be the transition from reactive to proactive care, delivering extraordinary care at an affordable cost.

## Implementation Overview

Intermountain implemented RPC using a phased approach, beginning with four clinic locations in 2018, and adding clinics year-by-year. RPC practices utilize EHR data to provide near-real time information regarding health services utilized by patients to ensure smooth transitions of care and reduce low-value follow-up care; claims data is used to help identify low value care. Combined EHR and claims data sets provide insights regarding coding and care gaps. Data is presented and used daily by each RPC team through Daily Huddle Dashboards, Panel Savings Dashboards, and supplemental analytics to identify patients at risk for high-cost care utilization who would benefit from targeted outreach, surface patients' unaddressed needs, quantify the value of closing clinical care gaps, track key performance indicators, and validate cost savings through matched case control analysis.

Key participants involved in the process: Clinical champions: Drs. Will Daines and Josh Romney; Operational champion: David Henricksen; Analytics and Data Management support: Lincoln Haycock; Clinical Champions: providers and staff at each RPC location.

## Resulting Value / ROI

Provider engagement surveys demonstrate that RPC providers have an engagement score of 4.29 (scale of 0 – 5) compared to 3.59 for other Intermountain primary care providers. During the first year of RPC implementation, patient experience scores for those seen by RPC providers increased from 86% to 89% compared with scores from all Intermountain clinic providers which went from 84% to 85%.

RPC patients had a 10% decline in emergency department visits, 30% decline in inpatient admission, 39% decrease in specialized nursing facilities discharges, and 31% lower costs compared to a matched control group.

In 2021, emergency department visits were 12.1% lower, inpatient admissions were 7.8% lower, hospital outpatient visits were 6.1% lower, and clinic visits were 0.4% higher for RPC clinics compared with Intermountain's non-RPC clinics. If non-RPC clinics had metrics to match RPC clinics in 2021, there would be a cost savings of \$13.28M.

## Lessons Learned

Top 3-5 things your organization learned over the course of the implementation process:

- Ensure you have the right data aggregation platform partners involved. Cerner was key to helping us get this off the ground.
- Ensure you dedicate sufficient data analytics resourcing to the implementation, change management, and support of the insights you're bringing to bear.
- Ensure you have full cooperation and accountability for the clinical operation changes needed from the provider group you're working with

QUOTE FROM ORGANIZATION EXECUTIVE:

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***Until you can align the incentives for the payer, the provider, and the patients, I don't think you can implement value-based care. You can educate teams and redesign workflows, but all of that is contingent upon changing the way that people are incentivized.***

– Tyler Haberle, MD, Assoc. Chief Health Information Officer

ONE SENTENCE THAT ENCAPSULATES THE EXPERIENCE AS A WHOLE:

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***Getting value-based care right requires significant investment, commitment, and flexibility across organizations.***

– Farukh Usmani, MD, Medical Director, Digital Technology Services, Intermountain Healthcare

**For questions, contact:**

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Intermountain Healthcare is a team of nearly 60,000 caregivers who serve the healthcare needs of people across the Intermountain West, primarily in Utah, Idaho, Nevada, Colorado, Montana, Wyoming, and Kansas. We are an integrated, non-profit health system based in Salt Lake City, with clinics, a medical group, affiliate networks, hospitals, homecare, telehealth, health insurance plans, and other services, along with wholly owned subsidiaries including SelectHealth, Saltzer Health, Castell, Tellica, and Classic Air Medical.

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