

## PART IV

# STRATEGIC ACTIONS OF THE HEALTHCARE MARKETER

### FEATURE CASE: INTERMOUNTAIN HEALTHCARE

This case is descriptive rather than decision oriented and requires analysis to understand the dynamics of the situation but does not require any recommendations for action to be made. It profiles various elements of a model healthcare organization and invites students to consider a number of questions and topics addressed in the text and brought to light in the story of Intermountain Healthcare.

Information for this case was derived from Intermountain's website at [www.intermountainhealthcare.org](http://www.intermountainhealthcare.org).

#### INTRODUCTION

After its founding in 1975, Salt Lake City, Utah-based Intermountain Healthcare evolved from 15 loosely affiliated not-for-profit hospitals in Utah, Idaho, and Wyoming to a fully integrated healthcare delivery system widely recognized as one of the finest healthcare organizations in the world.

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### COMPANY OVERVIEW

Through the years, Intermountain came to own and operate 22 hospitals, 185 clinics, and various health insurance plans from SelectHealth and brought together more than 1,000 physicians and clinicians in the Intermountain Medical Group. Intermountain Healthcare was the largest healthcare provider in the Intermountain West, with more than 33,000 employees serving the healthcare needs of Utah and southeastern Idaho residents. (A numerical overview of Intermountain Healthcare is provided in Exhibit 1.) Excellent clinical care was the basis of Intermountain's mission and the organization's greatest concern. Whether through its high-tech/high-touch clinical programs or by improving the treatment of certain chronic diseases, all three parts of Intermountain Healthcare (i.e., hospitals, medical group, and insurance plans) contributed in essential ways to the sharing of best medical practices—and raising the standards of clinical excellence.

#### EXHIBIT 1

Intermountain  
Healthcare by the  
Numbers (2012)

Charity cases/care	239,195/\$252 million
Hospitals	22
Clinics	185
Clinics owned/supported for uninsured/low-income patients	18
Acute hospital admissions	140,141
Acute patient days	519,407
Emergency room visits	482,013
Inpatient surgeries	41,002
Ambulatory surgeries	107,587
Births	30,873
Patient visits to low-income clinics (owned or supported)	260,817
Employees	33,000
Affiliated physicians	2,500
Employed physicians	1,000
SelectHealth members	600,000

Source: Intermountain Healthcare (2013a).

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