



Accelerating Innovation and Sustainability in Healthcare

Bert Zimmerli

Executive Vice President and CFO

Frenchman Grange wins slalom

World championships » Going into the second run well behind, he tackles the course.

By **PAT GRAHAM**
The Associated Press

Beaver Creek, Colo. » For the longest time, Jean-Baptiste Grange of France absolutely loved this course. Then, he wrecked his knee here.

Now his feelings have flopped again. Funny how a win — a big win at that — can change perceptions.

Skiing into heavy snowfall, Grange won the slalom title Sunday at the world championships after first-run leader Marcel Hirscher of Austria straddled a gate in the deteriorating conditions.

Trailing by 0.88 seconds heading into the final run of the last race, Grange had no trouble with the low visibility and snow sticking to goggles as he finished in a combined time of 1 minute, 57.47 seconds. Fritz Dopfer of Germany was second, 0.35 seconds behind, and teammate Felix Neureuther earned bronze.

"It's a wonderful gift for all of these four years — many injuries, bad bib numbers, no confidence sometimes," Grange said. "You know, skiing is always hard. But it's easier when you're on the podium and when you win."

Grange finished second in a super-combined race at Beaver Creek in 2007. But in 2009, he injured his right knee, which kept him out of the 2010 Vancouver Olympics. Didn't like this course so much anymore.

Just about the time he was returning to his winning ways, taking the 2011 world slalom title in Germany, chronic back pain began to constantly plague him.

So much so that he was actually contemplating retirement as recently as three weeks ago.

"I was thinking it's never going to be better," Grange said. "We are competitors so we want to achieve our goals. That's what I did today."

In the process, he made



France's Jean-Baptiste Grange races down the Beaver Creek, Colo., course Sunday on his way to a gold medal in the men's slalom competition at the Alpine skiing world championships.

JOHN LOCHER / The Associated Press

friends with this hill again.

"I think I have a tough emotion in Beaver Creek — bad and very good," Grange said.

Even with Hirscher going out, the Austrians easily won the medal race with nine, which was four more than the Americans.

After Dopfer took over the lead, a local choir group

began practicing the German national anthem in a nearby building. In mid tune, though, they impressively switched to the French anthem as Grange took over the top spot with a nearly flawless run.

"I didn't expect this, but it's wonderful for me," Grange said.

Especially the way it went down. Hirscher going out? It seemed so unlikely, given how steady he's been.

The defending champion dropped time in the accumulating new snow. Then, with the finish line in sight, he went out. He was as shocked as anyone, lifting up his goggles and staring down the course in

World championships, men's slalom results

1. Jean-Baptiste Grange, France, 1:57.47 (1:04.26-53.21).
2. Fritz Dopfer, Germany, 1:57.82 (1:04.31-53.51).
3. Felix Neureuther, Germany, 1:58.02 (1:04.47-53.55).
4. Henrik Kristoffersen, Norway, 1:58.04 (1:04.64-53.40).
5. Mattias Hargin, Sweden, 1:58.09 (1:04.23-53.86).

U.S. skiers

21. Ted Ligety, 2:01.31 (1:05.31-56.00).
23. Tim Kelley, 2:02.44 (1:07.16-55.28).

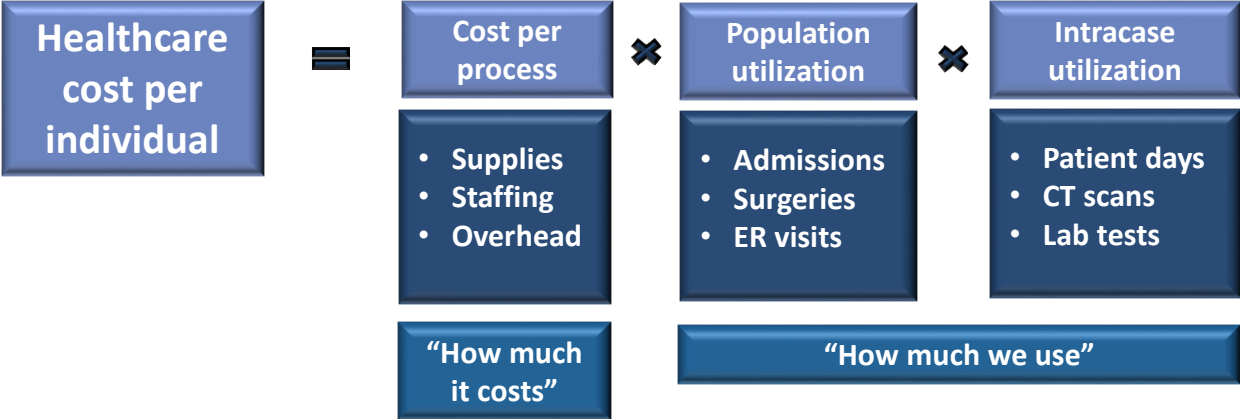
Will Brandenburg, did not finish first run.
David Chodounsky, did not finish first run.

disbelief.

"Others had no problem with it," Hirscher said of the conditions. "So it's always your fault if you ski out."

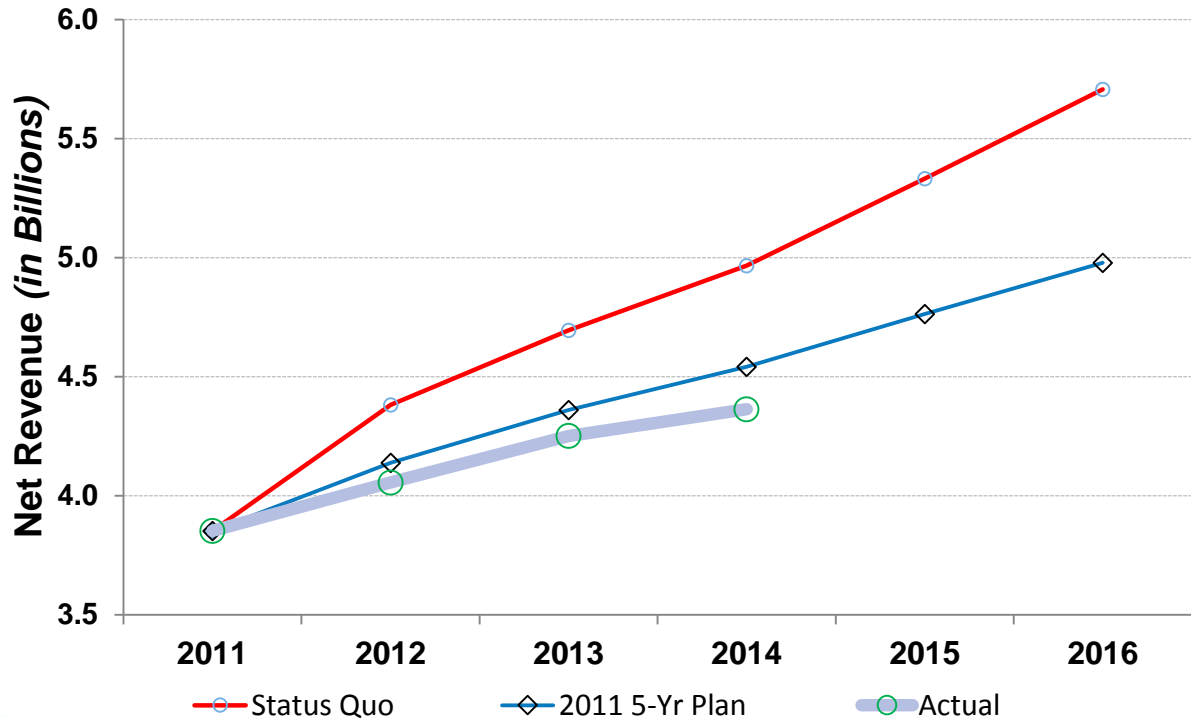
The 25-year-old Hirscher leaves Beaver Creek with gold in the Alpine combined and team event, along with silver in the giant slalom.

Components of Healthcare Costs



Sustainable Cost by 2017
CPI (Inflation) + 1%

CPI+1% Trends



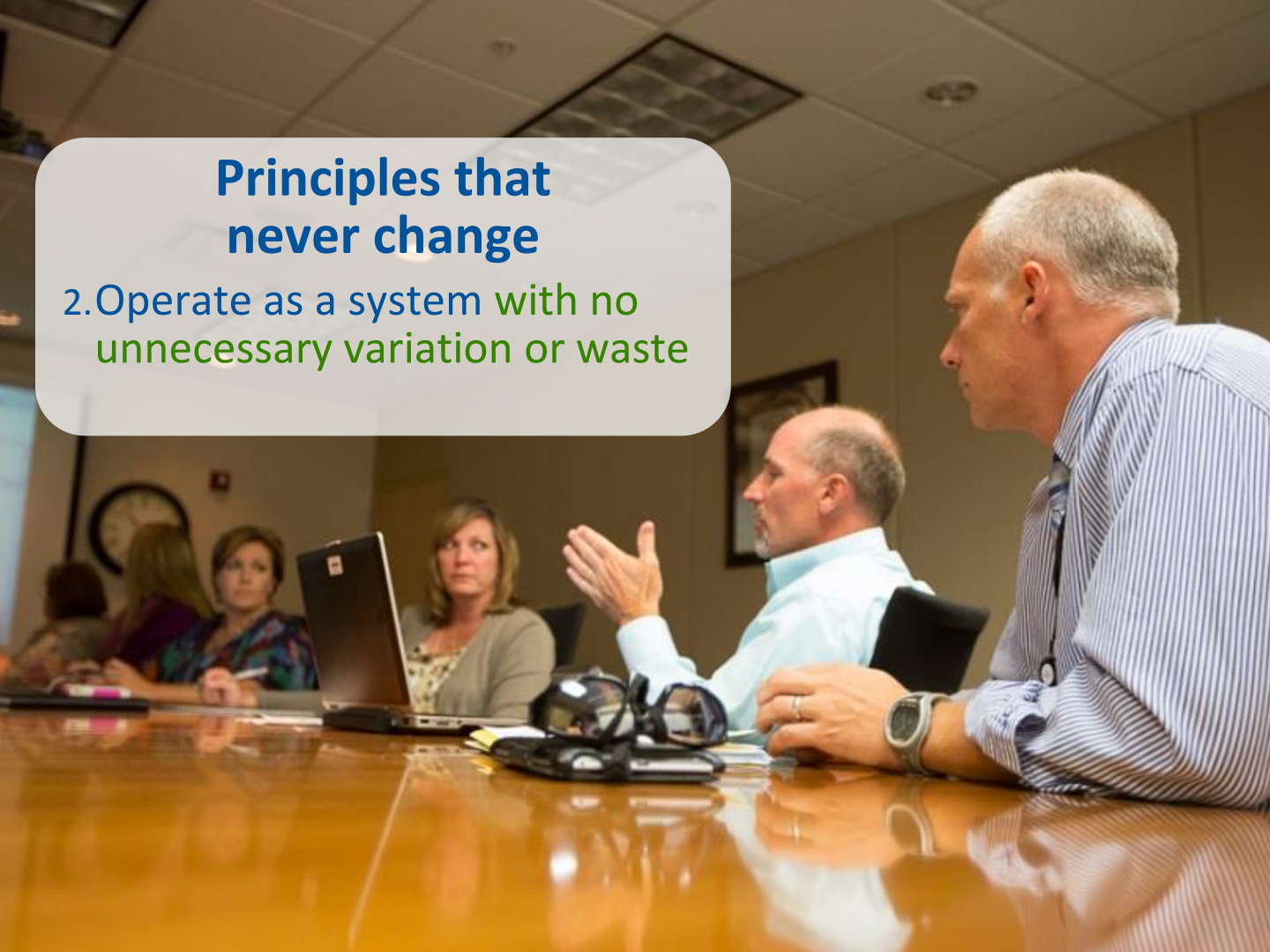


Principles that never change

1. Focus on quality and affordability with a long-term perspective

Principles that never change

2. Operate as a system with no
unnecessary variation or waste



Principles that never change

3. Understand and implement best practices including those from other industries and other countries



Principles that never change

4. Invest in innovation and process development – always supported by data and metrics





Principles that never change

5. Always do the right thing which is usually the best long-term financial decision



The healthcare industry loves to talk about innovation, but fears disruption.

“Unstoppable Trends”



Ram Charan

Harvard Business School

Author, advisor, consultant

...The combination of **digitization, wireless, sensors, advanced analytics** and software...are altering consumer behavior, value chains and business models.”

http://articles.economictimes.indiatimes.com/2013-12-20/news/45378705_1_ceos-management-guru-ram-charan-business-models

Sensors Improve Patient Outcomes



- Wireless sensors measure patients' steps and gait helping clinicians understand patient movement and progress
- Improves patient and family engagement
- Reduces length of stay and readmissions
- Creating biomarkers

Health Surveillance Monitoring System

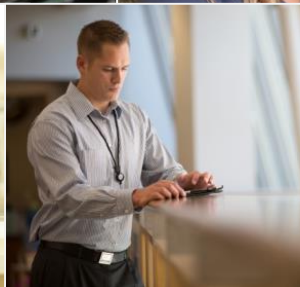
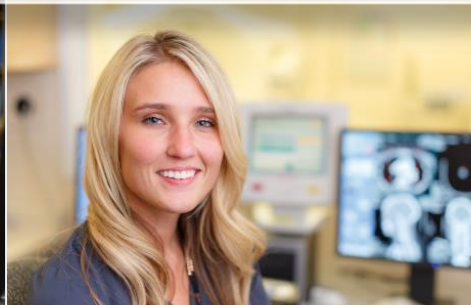


- Continuously monitor all core vital signs
- Keep patients in lower cost beds
- More efficient use of clinician time
- Improve patient experience and safety
- Avoid expensive adverse events





THIS IS PERSONAL
for our families, friends and countries.





**Intermountain
Healthcare**

Healing for life[®]