



Kaiser Permanente

# 2021 Annual Report

Kaiser Permanente is improving the health of our members and the communities we serve.



# 2021: The year in review

Our efforts and accomplishments reflect the resilience and expertise of our employees and physicians, and the strength of our integrated model.



The past 2 years have been unparalleled in the history of our organization, our industry, our country, and the world. In 2021, Kaiser Permanente continued to navigate through the pandemic with 3 major surges of COVID-19. We endured incredible loss but also gained renewed hope as the newly approved vaccines promised an ability to save lives.

In 2021, we administered more than 10.5 million vaccine doses, including boosters, to members and nonmembers alike and conducted 9.4 million COVID-19 diagnostic tests. We also invested over \$71 million in more than 200 community-based organizations to help address misinformation, support social needs, remove barriers to vaccine access, and deploy grassroots strategies to increase COVID-19 vaccinations

In the last 2 years, our mission — to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve — has never rung truer. Our number one priority continues to be ensuring the health and safety of our more than 12 million members, and that of our employees, physicians, members, and the communities we serve.

Kaiser Permanente's caregivers, including our physicians and nurses, whose own lives have been upended by the pandemic, continued to demonstrate incredible resilience, commitment, and resolve to care for our members, patients, communities, and each other. During 2021 we cared for more than 800,000 patients with COVID-19, including inpatient care for more than 60,000 patients.

A disproportionate number of people impacted by COVID-19 were from marginalized communities, as the pandemic further exposed the deep-seated health inequities that have existed in health care. Kaiser Permanente is continuing to address health equity and the social issues we face.

In 2021, we began to examine health outcomes and other quality metrics by race, ethnicity, and other social drivers, to better identify and help eliminate disparities and inequities. When our data indicates a disparity in care or outcomes, we will create a comprehensive plan to address and reduce that disparity, which may include evolving our clinical practices or expanding educational resources for our members or workforce.

We also continued our work and partnerships in 2021 to help address the economic, social, and environmental conditions that are important drivers of every community's overall health. In 2021, as part of our Thrive Local program, we added online resources and a dedicated phone line to help members connect with basic essentials like healthy meals and transportation, and critical services such as paying utility bills. We also launched our Virtual Care Innovation Network to bring together safety net organizations to redesign care so virtual models continue to thrive and improve access, after the pandemic abates.

To drive economic stability within our underrepresented communities, we engaged with groups like the National Association for Latino Community Asset Building, Prosperity Now, and the Alliance of African American

CDFI CEOs to fund and connect more than 18,000 diverse entrepreneurs with capital and technical training. Kaiser Permanente's Thriving Communities Fund invested \$50 million in the SDS Supportive Housing Fund to help fight homelessness, producing or preserving over 7,000 units of affordable housing across the country.

We continued to offer expanded virtual care, from preventive care to advanced treatment of complicated and chronic health conditions. As part of this effort, we are working to address digital inequities: Currently 83.6% of our members have digital access. In 2021, Kaiser Permanente provided approximately 28.8 million scheduled phone and video visits and more than 44.6 million in-person ambulatory care visits. Our teams also adjusted resources and services to help meet the increased mail-order pharmacy demand, filling an average of 116,000 prescriptions by mail each day.

While responding to the pandemic, we also added social health screening and an improved digital and pharmacy experience, and created 24/7 virtual care in some of our regions. Over 10,000 members weekly have used this virtual care option since it launched in 2021.

By making the most of our integrated model and our advanced technology tools and services, we are able to help deliver high-quality care with increased speed, focus, and impact — while still prioritizing human connection and exceptional experiences.

As the COVID-19 pandemic evolves, we will continue to help support and protect our

most critical resource: our people. We are extremely grateful to our entire workforce, whose commitment to providing care and service throughout the pandemic has been nothing short of inspiring. We are also proud of the relationship we have with our unions that support and represent our employees, including through one of the nation's longest-standing labor-management partnerships.

Kaiser Permanente's work relies on our ability to create an inclusive environment as a multicultural organization where 69% of our employees are members of underrepresented and marginalized groups and 73% are women. We strive to have a workforce that reflects the rich diversity of our members and communities, understands their needs and preferences, and delivers culturally responsive care and services.

Kaiser Permanente's mission has guided our organization for more than 75 years, through good times and challenging times. Our accomplishments reflect the strength of our employees and physicians and our integrated model, which has helped us respond to the pandemic, and address health inequities and social issues including the impacts of climate change. The interconnectedness and interdependence of the hospitals, health plan, and medical groups that make up Kaiser Permanente have advanced our efforts to operate seamlessly as an enterprise.

Together, we move forward with a shared calling and purpose, because together we are Kaiser Permanente.

# Year 2 of the global pandemic

Acknowledgment, gratitude, and hope as we move forward together.



The pandemic has affected all of us in one way or another, often in unprecedented ways. In 2021, we experienced fear, loss, uncertainty, exhaustion, and perseverance, as our communities came together to fight the coronavirus and protect and care for each other. We faced numerous trials from the onset, but together, we responded in remarkable fashion: innovating, adapting, and sacrificing.

Our Kaiser Permanente caregivers — including our physicians and nurses and all our staff — had their lives upended by the pandemic. Yet, their compassion and excellence never wavered, despite a level of exhaustion never before experienced.

We are deeply grateful to our members, patients, and their families, who adapted to the evolving situation and continued to show appreciation for our heroic staff. We are also thankful to our unions, which served to strengthen our pandemic response. And we appreciate the many wonderful organizations in our communities that helped bring vaccinations and trusted information to the most vulnerable people we serve.

## 2021: A year of tragedy and hope

The year began with both tragedy and hope: tragedy, as a massive surge that started at the end of 2020 continued to rage across much of America; great hope, as the launch of the newly approved vaccines promised to dramatically limit the pandemic's future damage.



**800,000**

COVID-19 patients treated  
(including 60,000 inpatients)



**10.5M**

Vaccine doses administered  
(including boosters)



**9.4M**

COVID-19 diagnostic tests administered

The wave of infections that was cresting at the start of 2021 was the worst we had seen up to that point. Many of the nation's hospitals were overwhelmed, and physicians and staff were exhausted. As that wave receded, the effort to provide vaccinations launched, demanding creativity, education, and patience. This effort was further challenged by another wave of infection, with the delta variant that tested our faith in recovery.

By fall, our vaccination effort expanded to younger populations, and we were able to provide boosters to people who had already been vaccinated. The year ended with the surge of the omicron variant bringing the fastest spread of the virus since the start of the pandemic. The asymptomatic nature of many omicron infections triggered a spike in demand for COVID-19 testing. But the greatest

strain fell on U.S. hospitals after the Christmas holiday, primarily caused by severe infections among older people and people who were unvaccinated or had not received a booster.

The pandemic was unrelenting. Our health care organization and its people delivered the care and compassion needed by a nation besieged by new variants. The people of Kaiser Permanente fought all year to save lives, care for patients with COVID-19, and help prevent others from contracting the deadly virus. We worked together to help protect our teams and provide affordable, safe, and effective care to our members and communities.

## Vaccination efforts

The arrival of vaccines in late 2020 finally gave our nation the tools we needed to help slow the pace of the pandemic. By the end of 2021, Kaiser Permanente had safely delivered more than 10.5 million vaccine doses to our members and communities, an effort that continues today.

Kaiser Permanente has been at the forefront of the vaccination campaign, because we demonstrated that we could act quickly and effectively to provide vaccinations to people who were eligible as soon as we received supplies.



We established clear principles at the outset, following guidance from the Centers for Disease Control and Prevention and from

the communities where we operate, to set priorities for vaccinating our employees, our members, and the public equitably, safely, and as quickly as supplies allowed.

In accordance with CDC guidelines, we prioritized health care workers, who faced the greatest risk of exposure to coronavirus infections. Our model for vaccination moved to include our members and the public prioritized first by age, then by those at increased risk for exposure or complications based on existing medical conditions and where they live.

But, in the first part of the year, across the nation, there was not enough vaccine available to meet the need. We leveraged our integrated model of care and our technology and population management tools to prioritize and administer vaccinations, and track progress to ensure equitable, safe, and timely vaccination administration.

As more vaccine was produced, we were able to do and reach more. In many of the regions around the nation where Kaiser Permanente offers services, we led or took part in mass vaccination efforts to expand distribution of COVID-19 vaccines. We worked in partnership with state and local government agencies and with other health care providers on ways to get more people vaccinated.

One of the most critical roles we played in every Kaiser Permanente market centered on vaccine education. We have a long-standing commitment to and practice of culturally and linguistically responsive care, and we used this capability to reach people with vaccine hesitancy and deliver vaccinations equitably.

Our efforts allowed us to get the vaccine to disadvantaged and at-risk populations. We partnered with public health organizations and others to locate mass vaccination sites closer to the community and used mobile sites, pop-up clinics, and other tools to deliver directly to people who could not come to us.



## Delivering care

From the very beginning of the pandemic, our people have worked hard to help Kaiser Permanente facilities remain safe places to work and receive high-quality care. We are very proud of our success in helping protect our members, patients, and workforce from infection and harm.



We monitored each market and expanded capabilities to help increase treatment space and supplies to meet the evolving demands of the pandemic. We leveraged the flexibility of our team-based model to adjust staffing and align the right health care professionals with the unique needs of each patient, along with the overall needs at each care location.

As state and local governments began to ease stay-at-home orders, Kaiser Permanente's highest priority remained the health, safety, and well-being of our employees, physicians, members, and the communities we serve.

Throughout 2021, we put an emphasis on addressing care needs that may have been affected by earlier stages of the pandemic. Our physicians worked with patients to evaluate whether elective procedures could be safely scheduled or postponed. These steps helped ensure we could continue to provide the high-quality care our members needed while also managing respective surges.

The pandemic changed our lives in many unexpected ways, expanding innovative care solutions that make it easier and more

convenient to get care. Throughout 2021, we extended the use of telehealth appointments via video and phone where appropriate, enabling many patients to access needed clinical care safely from home.

Nearly half of our outpatient care visits are now conducted virtually, including an average of 40,000 video visits per weekday. Our members have rated our video visits 4.4 out of 5 stars on average and when surveyed, 85% of respondents said they would be likely to select telehealth for their next primary care appointment.

Our mail-order pharmacy service filled an average of 116,000 prescriptions by mail each day, helping our members avoid unnecessary outings. Our teams adjusted resources and services to help meet the increased mail-to-home demand, which grew from one-third of all prescriptions before the pandemic to half of all prescriptions we dispensed in 2021.

## Keeping front-line caregivers safe, so they can continue delivering care

The ongoing impact of this pandemic has made this an incredibly challenging and stressful time to work on the front lines of health care. We are extremely grateful for our front-line health care workforce, whose commitment to providing care and service throughout the COVID-19 pandemic has been nothing short of inspiring, as they demonstrate resilience, expertise, and compassion every day.

The pandemic created severe, persistent, worldwide shortages of essential health care supplies and equipment. We increased our personal protective equipment supply in 2021 — particularly masks and gowns — through proactive inventory management, expanding our suppliers, introducing new PPE options, and working closely with our health care teams to develop and improve conservation efforts. Together, these measures helped to ensure our staff had the right level of PPE needed to deliver care safely.

As a health care organization, Kaiser Permanente has an obligation to our more than 12 million members and patients — and to our employees, physicians, and communities to help ensure their safety and to protect them from infection. The vast majority of our front-line health care employees and physicians chose to be vaccinated in early 2021, a critical first step in the societywide vaccination that has helped control and will eventually end this terrible pandemic.

Working closely with union leadership, we acted in early August 2021 to protect the health and safety of our workforce and our communities by mandating vaccinations for all our employees and physicians. By the end of the year, 99% of our physicians and employees chose to be vaccinated or obtain a qualified exemption.

As the COVID-19 pandemic evolves into an endemic, we will continue to support and protect our most critical resource — our people. We recognize the extra hours they have worked and the sacrifices they have made. Early in the pandemic response, Kaiser Permanente provided front-line employees with special benefits to support their health and safety including child care grants, COVID-19 paid leave, and temporary housing options.

We remain focused on addressing burnout and exhaustion, particularly in light of the many extraordinary challenges our people faced over the past 2 years.

## Testing for COVID-19

In the first year of the pandemic, Kaiser Permanente acquired high-capacity testing equipment, built dedicated testing labs, and established some of the first drive-through testing facilities. As the need for testing grew in 2021, we leveraged all our resources to ensure that our staff, supplies, and services were ready to flex to tackle those demands, even when there were not enough testing machines and supplies available to meet the national and global demand.



By the end of 2021, Kaiser Permanente conducted more than 9.4 million COVID-19 diagnostic tests nationally, contributing substantially to community testing capability, as every test we are able to conduct for our members reduces the time and resources expended by public testing programs. By the end of the year, Kaiser Permanente was ordering tens of thousands of tests per day.

## Protecting the health of our communities

Throughout 2021, Kaiser Permanente continued to deliver on our mission and support the health of our communities across a broad range of activities, grants, sponsorships, and programs. Our [2021 Community Health Snapshot](#) provides a deeper view of this work.

Public health officials and health care researchers acknowledge the disproportionate burden of COVID-19 illnesses and deaths among racial and ethnic minority groups, including African Americans and Hispanics. National leaders attribute this to several factors, including access to health care and proper nutrition, higher rates of preexisting conditions, and other socioeconomic and environmental factors. People in these communities may be exposed to the coronavirus more often because of their work circumstances. The risk of infection is greater for workers in essential service roles and industries, and people who live in densely populated cities and conditions.

Racial and ethnic health disparities have become a national conversation during the pandemic. These disparities have existed for many years but are being viewed and examined anew due to the COVID-19 pandemic. Kaiser Permanente has always had a deep and abiding commitment to health equity, long before this pandemic.



Our membership comprises nearly 40% people of color, with linguistic diversity exceeding 130 languages, and a total workforce composition that reflects and frequently exceeds the diversity of the communities we serve. We are ideally positioned to lead the nation in providing

culturally responsive care that reduces and ultimately mitigates health disparities.

For more information on our work across a wide range of health equity initiatives, see our Annual Report section on Health Equity.

## Moving forward together

Kaiser Permanente's mission has guided our organization for more than 75 years, through good and challenging times. This mission continues to stand true, compelling us to move forward together with a shared calling and purpose.

The pandemic and events of the last 2 years have affected and changed all of us, including how we serve in our rapidly changing world. We have been inspired by the commitment of our people, grateful for the support they receive from those we serve, and excited about the opportunities to continue caring for people and improving the health of our communities.

We offer our gratitude, heartfelt thanks, and hope for a bright future.

## Quality care and service come first

We are committed to delivering care that is safe and effective, timely and efficient, person-centered and equitable.



**Our care teams — empowered to collaborate seamlessly within Kaiser Permanente's model of integrated care and coverage — have a shared commitment to prevent disease, heal illness and injuries, manage complex and chronic conditions, and improve mental health.**

In 2021, Kaiser Permanente, along with the world's health care systems, continued to face challenges during the second year of the COVID-19 pandemic. Our highly trained clinical teams worked tirelessly to provide care to those who had their in-person, nonurgent care needs delayed by public



health restrictions. And we did so in a safe and coordinated manner to protect our patients, staff, and communities.

As a leader in telehealth, we have continued to expand virtual care options, from preventive care to advanced treatment of complicated and chronic health conditions, in response to our members' needs and preferences.

We continued to contribute our decades of experience confronting highly infectious diseases to the pandemic response effort in 2021. Our teams' resilience was once again tested during the 3 major surges in COVID-19 infections, and they demonstrated their commitment and resolve to meeting the care needs of our members and communities. During 2021 we administered 9.4 million COVID-19 diagnostic tests and cared for 808,000 patients with COVID-19, including 62,500 who required hospitalization.

Kaiser Permanente was among the first health care organizations to administer vaccinations when the COVID-19 vaccines became available at the end of 2020. Due to short supplies, obtaining vaccine for our members was a severe challenge at first, but we soon were able to demonstrate to local, state, and federal agencies our ability to get more people vaccinated quickly, safely, and equitably.

As we received larger amounts of COVID-19 vaccine, Kaiser Permanente helped open and run mass vaccination sites and events to improve access. During 2021, we administered more than 10.5 million COVID-19 vaccinations to our members and community members.

Alongside expert physicians and highly rated care facilities, Kaiser Permanente's robust research capabilities help advance care, improve our members' experience, and identify solutions to improve the health of our members, patients, and the communities we serve. Our research and clinical practice are integrated to promote continuous improvement and leading-edge care delivery.

Our physicians are at the forefront of research, connecting our patients to clinical trials



**67**

Quality measures in which we are rated first in the nation by NCQA (National Committee for Quality Assurance)

**39**

Hospitals rated "high performing" in U.S. News & World Report

**2M**

Colorectal cancer screenings

**119K**

Babies born

**96M**

Prescriptions filled

**\$257M**

Funding for research

**2,400**

Studies (including clinical trials)

**1M**

Mammograms

**1.5M**

Cervical cancer screenings

**11**

Consecutive years earning Pharmacy Quality Alliance "Excellence in Quality" Award (Medicare Advantage Drug Plans)

**3**

Consecutive years all KP Medicare and commercial plans rated highest or tied for highest by NCQA in each region or state that we serve

that offer cutting-edge treatments such as immunotherapy and precision medicine for the care of patients with cancer, cardiovascular disease, and other major life-threatening illnesses. Our research on the coronavirus and COVID-19 contributed to the rapid development of vaccines, treatments, and other therapeutic strategies that helped save millions of lives across the country.

Our member satisfaction ratings and care quality performance are consistently among the nation's highest, as reported by multiple, independent organizations. Kaiser Permanente

was again among the highest-rated health plans in the nation, according to the 2021 National Committee for Quality Assurance's Health Plan Ratings, for providing expert coordinated care and outstanding service to its members and patients.

Our Medicare, Medicaid, and commercial health plans were the highest rated (or tied for highest) in every geographic region we serve. We measure and track our performance to

confirm what is working well and to determine where we can improve our care and service on behalf of our members and patients.

We continued to invest and expand the ways in which our members and patients can receive our high-quality, affordable care. Whether members call, click, tap, or visit us in person, our goal is to offer a seamless and personalized experience, because their entire care team is connected.



## Health for everyone

We believe that everyone is entitled to equal access to high-quality health care.

### **At Kaiser Permanente, we are committed to providing health care equitably and strive to eliminate disparities in health outcomes for all.**

Health equity is rooted in our mission. We take equity into account when we evaluate the quality of the care we provide and the outcomes we deliver to our members. This helps us identify and close disparities in care and outcomes as we strive to provide the best care possible.

While we are proud of our strong track record in preventing disease and advancing health care quality, our mission also calls on us to provide care equitably across the communities we serve. Over two-thirds of our [health care workforce](#) — 69% — comprises members of underrepresented and historically marginalized groups. We know that having a workforce that reflects the communities we serve helps to create trust and supports communication for our members.

To support our efforts, we've introduced [Belong@KP](#), an action-focused awareness and behavior-change program designed to help the people of Kaiser Permanente learn and demonstrate inclusive behaviors and combat racism and social injustice.

At Kaiser Permanente, equitable care means ensuring that every person has the opportunity to achieve their best health. When we identify a disparity by analyzing care outcomes, we create a comprehensive plan to address it. This enables us to provide the care members need, free of bias and systemic barriers, to achieve optimal experiences and equitable health outcomes.

We are also interacting with and listening to our members — virtually and in person — to better understand and address a range of social health needs, including food security, housing stability, and education. Recognizing the growing importance of digital resources, we're working to understand the challenges



individuals face in accessing and using these tools so that we can intervene to help overcome barriers.

The pandemic and events of the last 2 years have brought to light the health inequity, social injustice, and racism that persist in this country. A disproportionate percentage of COVID-19 illness and deaths has fallen on Black, Latino, and other underrepresented communities.

These inequities and injustices were also evident in the drive for COVID-19 vaccinations, with underrepresented communities having limited access to health care and resources, along with a lack of trust in the health care system.

Kaiser Permanente partnered with cities, states, community and religious organizations, and federally qualified health centers to distribute vaccinations safely and equitably in these communities. We set up community clinics to make it easier to get a vaccination. We helped [deliver messages](#) and information to more than 7 million people from trusted voices, leaders, and organizations that have consistently served our communities in need.

Overall, Kaiser Permanente has invested over \$71 million in more than 200 community-based organizations to address misinformation, support social needs, remove barriers to vaccine access, and deploy grassroots strategies to increase the uptake of COVID-19 vaccines. We developed and

distributed a toolkit to [share our knowledge](#) on equitable vaccine distribution, and assisted our business and community partners with guidance on how to effectively communicate vaccine requirements in their own organizations.

Kaiser Permanente has committed to doing more to address social inequity and systemic racism. We are working to end the generational cycles of trauma experienced by communities of color. We are [investing more](#) to support businesses owned by underrepresented and historically marginalized groups and have helped more than 18,000 entrepreneurs connect to capital, technical training, and financial coaching. Through these efforts, we've helped retain and create thousands of jobs across our footprint.

We increased spending with small suppliers and businesses owned by women, people of color, and other underrepresented groups to \$2.98 billion in 2021 — a nearly 48% increase over pre-pandemic levels. These and other ongoing investments help stabilize and strengthen businesses that have been hit especially hard during the pandemic. For more information about our work to improve the health of our communities, see our [Community](#) section.

While we know there is much more to do — now and in the future — we are committed to doing our part to create a more just and equitable society for our members and the communities we serve.

# Driving innovation

We leverage our integrated care delivery system, leading technology, and data-rich model to improve our members' care experience.



**Innovation was built into Kaiser Permanente's very founding, and the spirit of progress, improvement, and creativity it has fostered has never been more needed.**

Health care is changing at a rapid pace, accelerated by the pandemic and other forces. We are striving to ensure those changes are patient- and consumer-centered, so that our members and communities benefit.

As a part of our mission, we are always working toward making it easier and more convenient for members to get high-quality care and services. Kaiser Permanente invested in technologies to enable safe and convenient care that helped meet the increased demand for virtual care offerings during 2021. As we invest in new and leading technology, equipment, care facilities, and more, we do so with a member- and patient-first approach.

The need for telehealth and remote care remained high throughout 2021, and Kaiser Permanente focused on more than just meeting the need: We worked on ways to enhance care while providing increased safety and convenience for our members.

Over the course of the year, we provided more than 9.4 million video visits and 15.8 million e-visits — that's more than 3 times as many as in 2020. We enabled our members to sign in to the kp.org member website and mobile app nearly 692 million times to take actions like sending secure messages to clinicians, viewing lab results, and submitting 51 million prescriptions to be filled online. All these



**719M**

Visits to kp.org

**51M**

Prescriptions filled online

**83.6%**

Members with digital access

**9.4M**

Video visits

**48.9M**

Secure messages sent to providers

**12.3M**

Appointments scheduled online

**94.3M**

Lab test results viewed online

**15.8M**

E-visits

interactions are integrated into our electronic health record system.

Our portfolio of digital self-care apps — to help members improve their well-being and mindfulness and enhance their sleep or mood — continue to be highly valued by our 700,000 registered members.

In 2021, we set out to make 24/7 virtual care available to members with the launch of Get Care Now on kp.org. It provides another personalized way for our members to talk with



a clinician and get convenient, high-quality care. During each phone or video visit, a Kaiser Permanente clinician can access the member's electronic health record and use the medical history to help inform care decisions, order prescriptions, schedule follow-up procedures, or make a referral to a specialist.

We are expanding access to high-quality care and convenience, while preserving the patient-centered care experiences our members expect — all within our connected, integrated system.



## Supporting healthy communities

To be our healthiest, we need more than high-quality medical care. Good health starts in our communities.

**Kaiser Permanente has a long-standing commitment to improving the health of our members and creating healthier communities. Our commitment remains as strong as ever as our initiatives grow deeper.**

We continued our work in 2021 to build healthier and more equitable communities by making investments and engaging with community organizations, municipal leaders, and other partners to develop tangible economic opportunities; support safety-net organizations to improve access to care; address environmental threats; and foster successful, safe, and healthy schools.

The ongoing COVID-19 pandemic posed a significant threat to people's health in 2021. Kaiser Permanente continued to dedicate substantial resources to support public health initiatives to reduce the damage caused by COVID-19, including testing, prevention, treatment, vaccination, and education.

We launched comprehensive COVID-19 vaccination campaigns, including education and outreach to foster understanding and confidence in the safety and effectiveness of



**Nearly 1.3M**

People served by Medicaid and Children's Health Insurance Program

**367K**

People served through Medical Financial Assistance

**\$2.6B**

Total spent on community health

**\$2.9B**

Spent to support women- and minority-owned businesses

the vaccines. We partnered with nonprofit community organizations, safety net providers, social media influencers, and other key community-based organizations to reach more people with information and combat misinformation.

The pandemic also further exposed the deep-seated inequities that already existed in health care and worsened the social and economic disparities that drive poor health. Kaiser Permanente built on the work we began in 2020 to help support the needs of communities that have been disproportionately affected by the pandemic. This included awarding new grants for faith-based organizations working to protect Black and Latino communities from COVID-19 — supporting community organizations people know and trust as they worked to increase vaccination rates. For more information about our work to promote equal care for all, see our section on Health Equity.

Inclusive economic growth is also critical to both individual and community health. Through our community investments and partnerships from 2020 to 2021, we've connected more than 18,000 entrepreneurs in underserved communities to funding and other resources and supported small businesses in retaining or creating 14,000 jobs.

To help protect vulnerable communities, Kaiser Permanente provided grants and other resources to close gaps in care. We launched the Virtual Care Innovation Network program to bring together safety net organizations across our communities to redesign care so that virtual care models continue to thrive and improve access after the pandemic abates.

Our Safety Net Vaccine Equity grants awarded flexible funding to health care safety net clinics working to increase access to vaccines. These funds supported mobile vaccination operations, safe transportation to vaccination sites, language services, and adequate staffing at clinic sites.

Meanwhile, we advanced our social health practice to address the countless social factors affecting our members' immediate health and well-being such as having a safe place to live, healthy food, and enough money to pay the bills. We added an online community resource directory to kp.org, our member portal, for anyone to use to find

information about social services and other resources in their communities.

Our dedicated phone line is available toll-free for members who need extra assistance locating help nearby. Our social health practice complements our broader work to build healthier communities by looking upstream, beyond doctor and hospital walls, to address social factors at an individual level with targeted interventions.

We strive to improve the physical and environmental health of the communities we serve with our commitment to being environmentally responsible throughout our organization — in how we power our facilities; purchase food, medical supplies, and equipment; manage waste; and invest in our communities.

One of the ways we're building on our climate and health focus is by ensuring our new construction projects that house our health care and business operations are well designed from an environmental and energy efficiency perspective. In 2021, the U.S. Green Building Council identified Kaiser Permanente as the top health care organization in the world for our number of LEED-certified ([Leadership in Energy and Environmental Design](#)) buildings. With a total of 65 LEED-certified buildings, we're also number one in the U.S. in terms of LEED-certified health care square footage, with 6.9 million square feet.

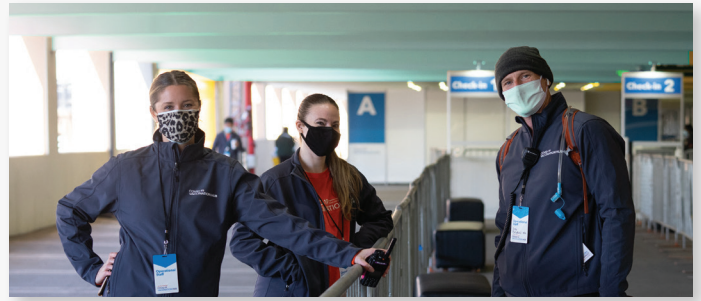
Together with the Alliance for a Healthier Generation, we launched the [Thriving Schools Integrated Assessment](#), a no-cost tool to help schools identify opportunities for promoting student achievement and support the well-being of students, staff, and teachers. The assessment helps schools and districts examine a broad range of topics including social-emotional health, food access, and staff well-being so they can improve factors that impact health and learning, such as attendance, discipline, and school climate.

Our work in 2021 is highlighted further in our annual [Community Health Snapshot](#).



# Our people are our strength

The pandemic again tested our strength and resilience, and proved how inspiring, committed, and compassionate our people are.



**We have great facilities, deploy leading-edge technology, and develop and follow evidence-based medical practices. But it is our people who make our mission come to life and truly set us apart.**

The past 24 months of the pandemic have been an incredibly challenging and stressful time to work on the front lines of health care. We are extremely grateful to our entire workforce, whose commitment to providing care and service throughout the multiple surges has been nothing short of inspiring. Our physicians, staff, and everyone who supported their work have demonstrated resilience, expertise, and compassion every day of this public health crisis.

As a health care organization, we have an obligation to our more than 12 million members — and to our employees, physicians, and communities — to help ensure their safety and to protect them from infection. Kaiser Permanente was one of the first health care organizations in the U.S. to require its workforce to be vaccinated before it was mandated. We continue to help members of the community get vaccinated as well.

Throughout the pandemic, Kaiser Permanente's highest priority has remained the health, safety, and well-being of our employees, physicians, members, patients, and the communities we serve. As the COVID-19 pandemic continues to evolve, we will also continue to support and help protect our most critical resource: our people.



**12.5M**  
Members

**39**  
Hospitals

**734**  
Medical offices

**23,656**  
Physicians

**65,005**  
Nurses

**217,277**  
Employees

Equity, inclusion, and diversity are fundamental to our mission, and the diversity of our teams is one of our greatest strengths. In 2021, nearly 69% of our total workforce were members of underrepresented and historically marginalized groups, and 73% were women. We continuously strive to have a workforce that reflects the rich diversity of our members and communities, understands their needs and preferences, and delivers culturally responsive care and services.

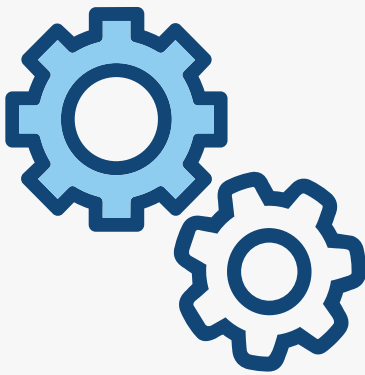
By being a multicultural organization that not only listens to but celebrates differences, we make our organization stronger and better. We have defined the expectations for ourselves as individuals and for each other to create an inclusive, psychologically safe workplace

where everyone has an equal opportunity to reach their full potential.

Our relationship with organized labor stretches back to our initial days and has helped support and grow Kaiser Permanente over

the decades. We have created and sustained one of the nation's longest-standing labor-management partnerships, which enables collaborative problem-solving through interest-based bargaining and joint resolution of challenges.

## Financials



**\$93.1B**

Operating revenues



**\$611M**

Operating income



**\$8.1B**

Net income



**\$3.5B**

Capital spending



**\$2.6B**

Spent on community health programs

## About Kaiser Permanente

Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America's leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve 12.6 million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal

Permanente Medical Group physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.



# Leadership team (as of December 31, 2021)

## Board of Directors, Kaiser Foundation Health Plan, Inc. and Hospitals

See our [current board](#)

### **Greg A. Adams**

Chair and Chief Executive Officer

### **Ramón F. Baez**

David J. Barger

Regina M. Benjamin, MD, MBA

Jeff Epstein

Leslie S. Heisz

David F. Hoffmeister

Judith A. Johansen, JD

Jenny J. Ming

Meg E. Porfido, JD

Matthew T. Ryan

Richard P. Shannon, MD

A. Eugene Washington, MD, MPH

## Kaiser Permanente National Leaders

See [current national leaders](#)

### **Greg A. Adams**

Chair and Chief Executive Officer

### **Yazdi Bagli**

Executive Vice President, Enterprise Business Services

### **Anthony A. Barrueta**

Senior Vice President, Government Relations

### **Vanessa M. Benavides**

Senior Vice President, Chief Legal Officer

### **Andrew B. Bindman, MD**

Executive Vice President, Chief Medical Officer

### **Bechara Choucair, MD**

Senior Vice President, Chief Health Officer

### **Jeff Collins**

Regional President, Northwest

### **Diane Comer**

Executive Vice President, Chief Information and Technology Officer

### **Catherine Hernandez**

Senior Vice President, Chief Communications Officer

### **Kim Horn**

Executive Vice President, Group President, Markets Outside California

**Linda Horne**

Senior Vice President, Business Optimization and Redesign

**Kathy Lancaster**

Executive Vice President, Chief Financial Officer

**Janet A. Liang**

Executive Vice President, Group President and Chief Operating Officer, Care Delivery

**Shakeya A. McDow**

Interim Senior Vice President, Chief Compliance and Privacy Officer

**Christian Meisner**

Senior Vice President, Chief Human Resources Officer

**Julie Miller-Phipps**

Regional President, Southern California and Hawaii Market

**Susan Mullaney**

Regional President, Washington

**Carrie Owen Plietz**

Regional President, Northern California

**Michael Ramseier**

Regional President, Colorado

**Jim Simpson**

Regional President, Georgia

**Arthur M. Southam, MD**

Executive Vice President, Health Plan Operations and Chief Growth Officer

**Paul Swenson**

Executive Vice President, Chief Administrative Officer

**Ruth E. Williams-Brinkley**

Regional President, Mid-Atlantic States

**Permanente Medicine****Permanente Medical Group Leaders****Leong Koh, MD**

President and CEO, Northwest Permanente, P.C.

**Ramin Davidoff, MD**

Executive Medical Director and Chairman of the Board, Southern California Permanente Medical Group; Chairman of the Board and CEO, The Southeast Permanente Medical Group, Inc.; and Chairman and CEO, Hawaii Permanente Medical Group, Inc.

**Jeffrey Krawcek, MD, MBOE**

President and Executive Medical Director, Colorado Permanente Medical Group, P.C.

**Richard S. Isaacs, MD, FACS**

CEO and Executive Director, The Permanente Medical Group, Inc.; President and CEO, Mid-Atlantic Permanente Medical Group, P.C.

**Paul Minardi, MD**

President and Executive Medical Director, Washington Permanente Medical Group, P.C.

**Nkem Chukwumerije, MD**

President and Executive Medical Director, The Southeast Permanente Medical Group, Inc.

**The Permanente Federation****Ramin Davidoff, MD**

Co-CEO

**Richard S. Isaacs, MD, FACS**

Co-CEO

**Paul Minardi, MD**

Executive Medical Director-at-Large

**Nancy Gin, MD, FACP**

Executive Vice President, Chief Quality Officer

**Chris Grant**

Chief Operating Officer, Executive Vice President

**Edward Lee, MD**

Executive Vice President, Chief Information Officer

**Stephen Parodi, MD**

Executive Vice President, External Affairs, Communications, and Brand

**Nolan Chang, MD**

Executive Vice President, Strategy, Corporate Development, and Finance

**Anne V. Cadwell**

Chief Financial and Administrative Officer

**Katherine Saral**

Chief Legal Officer and Chief Compliance Officer