WE BELIEVE IN THE POWER OF CHANGE
AND IN THE POWER TO CHANGE
CONVENTIONAL WISDOM SAYS PEOPLE NEVER CHANGE.
Since we were founded in 1945 with the goal of providing an innovative solution for health care needs, we have been a force for change. In that first year alone, we introduced new ideas that have helped shape the foundation of American health care: prepayment, group medical practice, coordinated medical services under one roof, and a focus on prevention. Today, we are taking our commitment to promoting healthy change among our members to new heights. You might say we just can’t help ourselves when it comes to promoting the total health of our members—it has been a fundamental part of our DNA from the very beginning.

In 2005, we were proud to have nearly eight and a half million Kaiser Permanente members across our eight regions. This represented eight and a half million opportunities to focus our resources, our accumulated knowledge, and our people on meeting a major challenge: Encourage each of our members to improve their total health so that they can reap the rewards of prevention. To help our members achieve their health goals, we offered them new programs, new techniques, and new ideas about ways to stop smoking, lose weight, reduce stress, exercise well, and generally live healthier lives.

We realize that taking the first steps in this proactive approach to managing health isn’t always the easiest thing for our members. That is why we do everything we can to motivate our members and provide them with the information, tools and support they need to cause long lasting and healthy change in their lives.

Is it working? In each of our regions across the country, the answer is an emphatic “yes.” We are seeing positive evidence at every level. In conversations with our members, in health trends that have been identified by our KP HealthConnect™ member records system, and through feedback we have received from our physicians, nurses, and staff, our members have not only accepted the challenge to change, they are making the most of it.

And that is the most satisfying news of all. Because it reaffirms what we have known for years—that change is good. More importantly, that once you get over the initial resistance to change, change feels good.
WE’RE ALWAYS READY TO REACT TO CHANGE. BUT WE’D RATHER LEAD IT.
THIS PAST YEAR brought about a number of dramatic changes, some of which we were proud to lead and others to which we reacted quickly. Since Kaiser Permanente was founded, we have always believed in promoting healthy change among our members and within the communities we serve. So in 2005, we strengthened our efforts, and we are pleased to share with you a few examples of the thousands of successes we have enjoyed together with our members.

Throughout last year, we continued to evolve the way we deliver our care by offering new coverage options, by expanding our KP HealthConnect tool, and by making our Labor Management Partnership even stronger. As in prior years, our research continued to make important contributions to new discoveries, and our community benefit programs worked along a number of fronts to improve the health and well-being of our communities.

With the introduction of the Medicare Modernization Act in 2005, approximately 1,000 of our staff reviewed, interpreted, and implemented its regulations. The new statute had implications for more than 880,000 of our members, and our teams worked hard to ensure that those members’ needs would be met seamlessly as the changes took place. In order to achieve this, we modified 300 of our information systems and successfully filled 341,000 Part D prescriptions in the first week of 2006 alone.

We continued to deploy KP HealthConnect in each of our eight regions, integrating more of its electronic capabilities into the care we provide our members every day. As we put in place the full benefits of the largest civilian electronic health record system, we are strengthening the quality and efficiency of the care we offer. At a Kaiser Permanente conference last year, David Brailer, MD, PhD, former National Coordinator for Health Information Technology in the U.S. Department of Health & Human Services, described KP HealthConnect as an example of the power and potential of health information technology. KP HealthConnect is not, however, simply about technology, as Dr. Brailer pointed out when he said, “It’s about redefining the way we have relationships with patients, and the way we use information, and the way we make treatment decisions.”

In 2005, we also saw the devastating consequences of natural disasters at home and abroad. To help communities far outside our regions, hundreds of our employees volunteered to help victims of the tsunami in the Indian Ocean, the earthquake in Pakistan, and Hurricanes Katrina and Rita, providing immediate medical care and supporting damaged or destroyed health infrastructures. As a part of our ongoing commitment to the communities we serve in our eight regions, we also invested $640 million in grants, charitable care, safety net partnerships, and community health initiatives, all of which demonstrated measurable success.

Another one of our notable successes last year was finalizing a new five-year contract between our labor unions and management. This agreement builds on our unique and nationally recognized Labor Management Partnership, which was already one of the strongest partnerships in any industry. With labor and management on the same side of the table, we have been able to bring our best ideas forward to serve our members and purchasers through stronger cost efficiency, process improvements, reinforced labor relations, and increased workplace safety.

In 2005, we also celebrated our 60th anniversary. With another year of growth, we attracted more than 207,000 new members and hired more than 9,000 new staff members, including new physicians. Across the spectrum, we are continuing our efforts to foster positive change in our members’ health and within health care itself. In the process, we continue to attract the best and the brightest. Last year, as in years before, approximately 13 physicians applied to Kaiser Permanente for every one physician chosen. Although we believe in changing many things, this is one of the things about us that we’d like to see remain constant.

GEORGE C. HALVORSON CHAIRMAN & CHIEF EXECUTIVE OFFICER
Kaiser Foundation Health Plan, Inc. and
Kaiser Foundation Hospitals

FRANCIS J. CROSSON, MD EXECUTIVE DIRECTOR
The Permanente Federation
Providing affordable, quality care to improve the health of our members and the communities we serve has been our mission for 60 years. Today, we are building upon that tradition with a broader and more flexible portfolio of health plan solutions, including options with financial accounts, to help members save and pay for care.

There is a marketplace trend—called Consumer Directed Health Care (CDHC)—that is growing across the country to provide new, affordable health care options for purchasers and consumers. To meet the need for CDHC solutions, we have introduced Kaiser Permanente Custom Care. This offering represents a new way of packaging our health plans, programs and tools to promote active consumer involvement in health care decisions, benefits, and services.

The Custom Care portfolio pairs a variety of cost-sharing plan designs, including Deductible HMOs and High Deductible Health Plans, with financial accounts, such as Health Savings Accounts and Health Reimbursement Arrangements, and integrates other key CDHC components—online decision support tools, member incentive and discount programs, as well as care and disease management.

These new products are built on the integrated delivery system that is the cornerstone of Kaiser Permanente health care, enabling increased access to our care and services—at reasonable cost-sharing and premium levels.

Kaiser Permanente has always been an innovative health care company, known not only for supporting our members in times of illness, but also for promoting preventive care and healthy behaviors. Our expanding products and services underscore our continuing commitment to our members’ total health.
A DOCTOR YOU CAN ALWAYS TALK TO ABOUT THE BIG THINGS.

AND THE LITTLE ONES.
Some say it’s human nature that we tend to avoid things that seem too different or too much trouble. When it comes to our health, this can include everything from getting a mammogram to cutting back on bacon to taking the stairs instead of the elevator. But as advocates of total health, our physicians help our members make the small and big changes that create a lasting foundation for healthy living.

Every partnership between our physicians and members rests on professional and ethical values that put the needs of our members first. Our commitment starts from the very beginning when a new member joins us. We take the time to help each of our members find a personal physician they can develop a strong bond with, a physician who will become a partner to share decisions about their health and health care.

This is why our physicians start each dialogue with our members by listening, and why we encourage our physicians and caregiver teams to continually develop their communication skills. For all of our physicians, each conversation with a member begins and ends with them.

Our physicians work hard to support our members with the information and guidance they need to make each health care decision thoughtfully and with confidence. And, in turn, each of our physicians is supported and backed by the full resources of a nationwide care giving team. Kaiser Permanente physicians have access to a wealth of resources that solo and small-group practitioners simply can’t offer, including the experience of more than 12,000 colleagues, more than 31,000 nurses, nearly 100,000 support staff, and the latest in medical research, best practices, and health information technology.

Changing old habits can be a difficult task, but Kaiser Permanente members are assured of one thing: with all the support they receive from our physicians and caregiver teams, they won’t be doing it alone.

WOMAN WITH COPD
RACES AHEAD OF HER CONDITION

At age 64, Roxlyn Cole-Day was diagnosed with Chronic Obstructive Pulmonary Disorder (COPD), a condition that makes it hard to get enough oxygen.

Her COPD made her feel “weak as a kitten.” Working in partnership with her physician, she began wearing oxygen tanks and started an exercise program, which slowed the progression of COPD dramatically.

Then, after three years of exercise, she entered a stair-climbing race in Denver, CO. Carrying a 10-pound oxygen tank on her back, she made it to the top of a 47-story building in 21.5 minutes. This summer, she plans to enter a 10K race in Boulder, CO.

As she says, “Each step is a major achievement... even taking a few seconds off your best time is worth cheering about... keep moving any which way you can.”
In 2005, we were proud to have 31,454 nurses on staff, with more joining us every day. And the quality, professionalism, and caring our nurses focus on our members is a vital part of who we are. So we help our nurses stay at the forefront of every important development in health care, and we do everything we can to attract the best new nurses.

To reinforce their professional skills, our nurses continually share best practices, research, and evidence-based project work across all regions. For example, our Nurse Knowledge Exchange Initiative is spreading the successful changes we’ve made to ensure seamless communication about patients during nurse shift changes in our medical centers. And in our Transforming the Care Experience/Innovation Initiative, teams at several medical centers use cutting-edge techniques to identify work issues, brainstorm, implement and test solutions, evaluate, and refine results.

As we continue to grow, we sponsor Workforce for Tomorrow, a program that encourages our regions to develop innovative programs to meet their workforce needs. We also offer student financial aid and programs that interest young people in health care careers. In addition, we provide financial resources to schools of nursing to stimulate innovations in curriculum and offer increased access to programs.

Since our nurses play such an essential role, we will continue to recruit and retain the best so that we can fulfill our commitment to our members for years to come.
AN INTEGRATED HEALTH CARE AND HEALTH RECORDS TOOL THAT REMEMBERS WHEN YOU HAD THE SNIFFLES.
AS KP HEALTHCONNECT™ is implemented across the country, we are taking the physician-patient relationship to a whole new level by providing our members with unprecedented control over their health care. When fully in place, it will be the largest civilian electronic health record system in the United States—but it will remember even the smallest details of every member’s visits.

In 2005, we made great progress in deploying KP HealthConnect throughout our eight regions. And today, more than six million of our members have the benefit of a full or partial electronic health record. We are proud that it is bringing our physicians, clinicians, and staff even closer to our members, and giving our members a simple, friendly way to manage their health.

RAISING THE BAR FOR QUALITY OF CARE: Our clinicians will be able to access comprehensive medical records, the latest clinical information and best practices, and evidence-based research around the clock to provide the best care possible. All of this, along with a full picture of a member’s medical history, at the touch of a button.

CARE, WITH A PERSONAL TOUCH: With the latest, comprehensive information on clinical, social and patient preferences, our clinicians will be able to provide our members with unparalleled personalized care. And, in keeping with the spirit of Kaiser Permanente’s emphasis on shared decision-making, our members will receive detailed information during and after each visit, in writing and via our website kp.org — allowing them to actively manage their care in partnership with their physician.

CONVENIENCE AT YOUR FINGERTIPS: By utilizing the Web, e-mail and the telephone, our members will have the freedom to quickly send and receive information and requests at any hour. Because members will have access to online services 24 hours a day, they’ll be able to make better and quicker decisions about their health care on their own schedule.

Our members are enthusiastically embracing the ability to create stronger relationships with their physicians and manage their health care through KP HealthConnect features. In just three months in 2005, Kaiser Permanente caregivers in the Northwest, Hawaii, and Northern California responded to more than 68,000 e-mail messages from our members about their health. That’s the equivalent of 68,000 consultations from which members benefited without ever leaving their homes.

MANAGEMENT CONSULTANT PROVES THAT GOOD HEALTH IS CONTAGIOUS

Valena M. Williams, Jr. felt great, but she knew her 30-year smoking habit was a threat. Encouraged by Kaiser Permanente doctors to quit over a 10-year period, one physician finally gave her a wake-up call in 2000. She quit immediately.

Using visualization techniques, Valena became smoke free. Today, she has a friend and clients whom she has inspired to get healthy. One is a retired NFL player who has lost 30 pounds and strengthened his knees, so he now enjoys running. Another is a corporate executive Valena convinced to exercise. He then shared the personal benefits of his exercise with his supervisor, who is now piloting a “well body” program in his department.

Her best advice? Set achievable goals, and then raise them slowly. Today, at age 57, Valena has her athletic self back. And, this year she took her first trapeze class.
That, in seven simple words, is the philosophy of our Care Management Institute (CMI), which looks at complex health issues and seeks new solutions that are nationally consistent, evidence-based, and focused on the patient.

To achieve this outcome, CMI acts as a hub to harvest regional innovation and maximize the sharing and spread of knowledge to improve health, especially for members with chronic conditions.

In a key 2005 success, CMI supported Kaiser Permanente’s adoption of a simple clinical solution for reducing the risk of heart attack and stroke for 650,000 members who were at significant risk. By taking a combination of three low-cost drugs every day — an aspirin, a blood pressure pill, and an anti-cholesterol statin — risk can be reduced by approximately 71 percent. This low-cost health solution can bring significant benefits to millions of members and nonmembers.

In other areas, our Weight Management Initiative is helping adults and children nationwide. We are also helping members with chronic pain break the cycle of pain. And we have created programs that address the long-term needs of people who have lived with, through, and beyond cancer. Because of our efforts to improve health care for minority groups, we were honored to receive the National Minority Health Month Foundation’s Mary Eliza Mahoney Award. And because of the widespread use of our three-drug cardiovascular discovery, we received the America’s Health Insurance Plan’s Innovation and Excellence in Chronic Care Award.
Our labor + management partnership is the best in health care.

So we made it stronger.
When it comes to the health and well-being of our eight and a half million members, unions and management at Kaiser Permanente are on the same side. In fact, our Labor Management Partnership (LMP) is the largest, most comprehensive health care partnership in the United States, with the most unions, operating units, and nearly 120,000 covered employees, managers, physicians, and dentists.

In 2005, we took this Partnership to a new level with a five-year National Agreement that will help Kaiser Permanente continue offering the best care while actively managing costs to keep premiums as affordable as possible.

But the key idea behind the LMP is unchanged: Our caregivers and front-line workers use their skills, knowledge and creativity to strengthen the care we offer our members every day. That is why we engage them in all aspects of our business, including service quality, strategic initiatives, member and employee satisfaction, business planning, workplace safety, and staffing. Through this core operating strategy, we have achieved measurable results, including:

COST EFFICIENCY: Union, management, and physician leaders in Southern California achieved more than $90 million in work redesign savings, with enhanced quality and service, and no loss of jobs.

BETTER NURSE STAFFING RATIOS: We were the only health care organization in California to advocate for the currently mandated nurse-to-patient ratio of 1:5—and to actually implement a ratio of 1:4 in most medical/surgical units.

IMPROVED LABOR RELATIONS: Since the implementation of the National Agreement, employee grievances are down 56 percent, resulting in improved work relationships, reduced costs, and more time focused on patient care.

WORKPLACE SAFETY: Using joint problem-solving tools, we significantly reduced workplace injury rates in 2005. For example, Colorado reduced injuries by 53 percent, Ohio by 38 percent, and California and the Northwest by more than 20 percent, compared to 2001 or 2002.

IMPROVED SERVICE IN MULTIPLE LANGUAGES: The Northern California LMP Bilingual Employee Program has qualified more than 2,800 employees who speak English plus Spanish, Mandarin, Cantonese, Vietnamese, or American Sign Language.

PROCESS IMPROVEMENTS: We worked together in a Colorado claims center to cut claims processing time by 67 percent.

Switching to a Sack Lunch Drops 11-Year-Old’s Cholesterol by 80 Percent

Imagine an 11-year-old boy who looked fit, went out for track, football, and wrestling, and whose triglyceride count was 346, when the average count is 150.

That was Brandon Simonds two years ago. Then his pediatrician referred him to Kaiser Permanente’s pediatric lipid clinic, a special facility just for children with high cholesterol. They discovered the problem was his school cafeteria, where he routinely ate burgers and fries. So his father started making his son a healthy lunch every day. With that one simple change, Brandon’s triglyceride level dropped to 72. An amazing reduction of 274 points—or 80 percent.

To help kids make healthy changes like Brandon’s, Kaiser Permanente is partnering with an educational program to present “Playing Hard, Eating Right” to nearly 70,000 Portland-area elementary school kids in the next two years.
We operate one of the largest nonacademic research programs in the country and constantly seek new ways to improve health and the delivery of care with our work. Our integrated care delivery model and 45-year history of electronic records give us the ability to analyze and leverage decades of data. In 2005, Kaiser Permanente had under way or completed approximately 2,250 different research projects in a number of vital areas, including cancer, heart disease, diabetes, women’s health, obesity, depression, genetics, and disparities in health care.

Our epidemiological and health services research takes place in each of our eight regions across the nation, and in partnership with a number of other private and public research organizations. Our physicians and researchers also conduct clinical trials of new drugs, medical devices, behavioral interventions, and other therapies.

A few of our important findings include a joint study with the Food and Drug Administration that identified the cardiovascular risks of Vioxx, and the use of HPV (Human Papillomavirus) testing to identify cervical cancer precursors. Another important Kaiser Permanente research effort found that the DASH (Dietary Approaches to Stop Hypertension) diet, an eating plan rich in fruits and vegetables and low in saturated fat, led to significantly lower blood pressure, raising the possibility that people can control high blood pressure without medication.

We mobilize these resources to help our members make lasting, positive changes in their health. Our commitment to continuing research is part and parcel of our core mission.
IN THE AFTERMATH of the tsunami in the Indian Ocean, the earthquake in Pakistan, and Hurricanes Katrina and Rita here at home, we continued our 60-year commitment to caring for our communities and addressed these disasters head-on. More than 2,000 Kaiser Permanente employees, caregivers, and physicians from across our regions answered a call to help, and more than 400 worked directly at disaster and evacuation sites to assist those in need. We provided more than $5 million directly to disaster relief in 2005, carefully focusing funding to support and restore health infrastructures that were damaged and decimated. The waters have receded and the rebuilding progresses, and we have remained firmly committed to generating positive change in these communities.

CHARITABLE CARE AND COVERAGE: Our approach to charitable care is multifaceted and comprehensive. While we do provide traditional charitable care in our hospitals, our real focus is on providing ongoing health services for the most vulnerable people in our communities. Last year, we provided full Kaiser Permanente health care coverage to more than 40,000 people enrolled in our charitable coverage programs. These programs continue our long tradition of preventive care and reduce the need for crisis care. The scope of our mission in our communities extends well beyond today—it reaches into a shared future that is focused on promoting the total health of our communities and all who live in them.

SAFETY NET PARTNERSHIPS: To ensure that health resources are readily available to vulnerable populations, we actively support ongoing partnerships with community clinics, public hospitals, and local health departments. We contribute funds, specialty care, knowledge, equipment, technology, and other assistance to these various community groups. We rotate our physicians through community clinics, and we sponsor safety net leaders to participate in our unique partnership with the internationally renowned Institute for Health Care Improvement, a not-for-profit organization dedicated to improving health care throughout the world.

COMMUNITY HEALTH INITIATIVES: Our Healthy Eating, Active Living (HEAL) community partnerships are driving change in each Kaiser Permanente region across the nation. The goal is to help create deep and lasting shifts in community health by collaboratively addressing the root causes of illness and disability. These initiatives—now entering their second year—are rapidly accelerating past the planning and launching stages to full-blown action, drawing on the wisdom and power of the communities they serve each step of the way.

GENERAL COMMUNITY BENEFIT: In 2005, we supported all of this work by investing nearly $640 million to foster the health of the communities we serve. Combining this investment with steadfast dedication to strategic grant-making, volunteerism, and a strong commitment to environmental stewardship, we are continuing our efforts to reduce and ultimately eliminate disparities in health care.
SIXTY YEARS OLD, AND HEALTHIER THAN EVER.

KAISER PERMANENTE BY THE NUMBERS

2005 OPERATING REVENUE: $31.1 billion
2005 NET INCOME: $1 billion
EMPLOYEES: 148,884
PHYSICIANS: 12,879
MEMBERS: 8.5 million
KP FACILITIES: 37 medical centers
400 medical office buildings

DOCTOR OFFICE VISITS: 34 million*
BABIES DELIVERED: 85,174*
PRESCRIPTIONS FILLED: 113 million*
SURGERIES: 450,858*

*INFORMATION IS FOR CALENDAR YEAR 2004

KAISER PERMANENTE REGIONS

NORTHWEST REGION
NORTHERN CALIFORNIA REGION
SOUTHERN CALIFORNIA REGION
COLORADO REGION
OHIO REGION
MID- ATLANTIC STATES REGION
GEORGIA REGION
HAWAII REGION

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2005 LEADERSHIP

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AN ENTIRE YEAR OF CHANGE IS AHEAD OF YOU. TURN THIS BOOKLET OVER AND LET’S GET STARTED.
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Sources: Unless otherwise noted, all data is from Kaiser Permanente sources or the National Committee for Quality Assurance (NCQA) Quality Compass

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