together in Total Health
2011 Annual Report At-A-Glance
At Kaiser Permanente, we believe in delivering excellent care and a personalized experience. We empower you to maximize your well-being so you can live well, be well, and thrive.

**Total Health**

**Committed to your total health.**
We believe total health looks different for everyone. It might be enjoying a book and a brisk walk. Planting trees in your community and cooking with family. Running with a favorite four-legged pal and stretching into deep downward dog. Whatever it is that moves you — mind, body, and spirit — we believe in your total health. That’s why our physicians, nurses, and care teams work together to support the whole you. The unique you. At Kaiser Permanente, we’re committed to providing excellent care and a personalized experience that empowers our members and our communities to thrive.

**our Community**

**Healthy communities, healthy lives.** At Kaiser Permanente, we are working to build healthy communities — one farmers market, breath of fresh air, and safe playground at a time. We work closely with critical safety-net organizations to provide broad access to high-quality care. We share our financial resources, research, physicians, and clinical practices to address some of the biggest challenges facing health care today. And we share ourselves. Every year, our employees generously give their time, talents, and passions for the benefit of others. We believe in total health for our communities, and together, we make it happen.
When it comes to your health, we’re in it together. At Kaiser Permanente, our doctors, specialists, and care teams work together as one team — your team — to help you be as healthy as you can be. We take being your total health advocates very seriously. And because we connect our thousands of caregivers across the nation, we have the unparalleled ability to identify best practices and improve health outcomes for our members and the health of millions. Our foundation is, and has always been, built around the patient. We work with each other and with you, together in total health.

Connected care that’s all about you. In the 21st century, we are accustomed to being connected, having information ready at our fingertips at home, at work, and on the go. At Kaiser Permanente, our advanced technology makes it just as easy to manage your health. Schedule routine appointments, order refills, email your doctor, and review test results. With a few clicks, on a lunch break or in the middle of the night, you can connect with us at a time that works for you. Our electronic health record system enables our care teams to connect with each other and with you to provide the most personalized and informed care. This connectivity supports better communication, new research, and better care.
by the Numbers
as of 12.31.2011

$47.9 billion 2011 operating revenue
$1.6 billion 2011 operating income
$2 billion 2011 net income
8.9 million members
172,997 employees
16,658 physicians
48,033 nurses
37 Kaiser Permanente hospitals
611 Kaiser Permanente medical offices and other outpatient facilities

169,446 inpatient surgeries
1,154,521 mammograms
1,501,809 colorectal cancer screenings
92,165 babies delivered
3.8 million members registered to use My Health Manager on kp.org
29,717,688 lab test results viewed online
12,286,684 secure emails sent to physicians and clinicians
2,771,303 online requests for appointments
70,392,249 prescriptions filled
35,955,480 doctor’s office visits

547,000 children and adults enrolled in charitable care and coverage programs

8.9 million

45 Kaiser Permanente farmers markets

by the Numbers
as of 12.31.2011

We believe in total health for our members and our communities.

kp.org/annualreport
Community investment:

- **$68 million** in grants and donations
- **$24.6 million** provided to safety-net clinics, hospitals, and health departments
- **1,100 articles** published in peer-reviewed journals
- **906,462 people** reached by Educational Theatre Program
- **4,000 research and evaluation studies** undertaken

**2011**

**$1.8 billion**
For more than 65 years, the people of Kaiser Permanente have worked together to improve the total health of our members and the communities we serve. In 2011, we enjoyed remarkable accomplishments that reflected our commitment to providing high-quality, patient-centered health care, and recognized our unique integrated care delivery system as a model for the future. Of this, we are deeply proud.

We led the nation among all reporting commercial and Medicare plans, with top National Committee on Quality Assurance (NCQA) Quality Compass marks in a total of 21 quality measures in 2011. This includes top marks for breast cancer screening, treatment for diabetes, weight assessment, and cholesterol management.

Medicare health plans in our California, Northwest, Hawaii, and Colorado regions all received an overall Medicare Star Quality Rating of five stars for Medicare parts C and D — the highest rating from the Centers for Medicare & Medicaid Services. Only nine health plans in the country earned this distinction, which represents about 1 million Medicare beneficiaries nationwide — 90 percent are enrolled in one of Kaiser Permanente’s Star Medicare plans. Our Georgia, Ohio, and Mid-Atlantic States regions each received very high rankings of 4.5 stars.

Eighteen Kaiser Permanente hospitals were named “2011 Best Hospitals” based on the results of the Leapfrog Group’s national survey. This honor rewards medical centers for outstanding success in areas such as infection rates, safety practices, mortality rates for common procedures, and measures of efficiency. Out of nearly 900 urban hospitals that completed the Leapfrog survey and were considered for the award, only 52 were named “Top Hospitals.”

Among commercial health plans, Kaiser Permanente ranked highest in employer satisfaction in the J.D. Power and Associates 2011 U.S. Employer Health Insurance Plan Study™. Our plans in California, Colorado, Georgia, and Mid-Atlantic States were also rated highest in member satisfaction in J.D. Power and Associates’ regional 2011 Member Health Plan Study™. These four regions serve more than 8 million of our nearly 9 million Kaiser Permanente members.

Kaiser Permanente HealthConnect® continues to be the largest and most advanced civilian electronic health record system available in the United States. Our unique ability to connect our members’ electronic health information to their caregivers through Kaiser Permanente HealthConnect was recognized by Health Information Management and Systems Society (HIMSS), which awarded Kaiser Permanente our 36th Stage 7 Hospital Award for successful electronic health record implementation. HIMSS Stage 7 is the highest award offered and recognizes environments in which paper charts are no longer used to deliver patient care. Since the award’s inception, HIMSS has only given Stage 7 awards to 66 of the nation’s 5,815 hospitals. 36 of those recipients are Kaiser Permanente hospitals.

Through our My Health Manager personal health record system, our members can connect to their health care teams, personal health information, and the latest medical knowledge, leveraging the integrated approaches to health care available only at Kaiser Permanente. By year’s end, more than 3.8 million members were registered to use My Health Manager on kp.org, which enabled users to send more than 12 million secure emails to their doctors, view nearly 30 million laboratory tests results, and make or change appointments 2.7 million times — and these numbers are rising every day.

To further strengthen our connectivity to our members, we launched our first mobile application, KP Locator, making it easier for members to find locations and services in their areas, and marking the first step in our mobile strategy implementation.

We celebrated the opening of the Kaiser Permanente Center for Total Health in Washington, D.C., a place where the nation can gather and discuss the future of health and health care, and explore new ways to advance health through innovation and technology.

We continued our support of total health for our patients, members, workforce, and communities by providing services and promoting clinical, educational, environmental, and social actions that improve the health of all people.

Our unwavering commitment to total health is realized through Every Body Walk! — a campaign to get Americans walking 30 minutes a day, five days a week for better health. We power a robust walking hub at www.everybodywalk.org that has been visited by nearly 400,000 people interested in creating a walking routine, while thousands more interact with the campaign through social media.

The investments we have made in our people, technology, and community enable us to work toward ongoing improvements in the areas of quality, service, access, and affordability. This ensures we will remain focused on delivering the best patient-centered care to our 9 million members today and well into the future.

George C. Halvorson
Chairman and CEO
Kaiser Foundation Health Plan, Inc.
Kaiser Foundation Hospitals

Jack Cochran, MD, FACS
Executive Director
The Permanente Federation, LLC

1 Kaiser Foundation Health Plan received the highest numerical score among commercial health plans in the proprietary J.D. Power and Associates 2011 Employer Health Insurance Plan Study™. Study based on 7,024 employer responses measuring 6 plans. Proprietary study results are based on experiences and perceptions of employers surveyed in March-April 2011. Your experiences may vary. Visit jdpower.com.

2 Kaiser Foundation Health Plan received the highest numerical score among commercial health plans in the California, Colorado, Mid-Atlantic, and South Atlantic regions in the proprietary J.D. Power and Associates 2011 U.S. Member Health Insurance Plan Study™. Study based on 33,039 total member responses (excludes Medicare and Medicaid). Proprietary study results are based on experiences and perceptions of members surveyed December 2010-January 2011. Your experiences may vary. Visit jdpower.com.
Kaiser Permanente is committed to environmentally sustainable practices. In an effort to conserve paper and resources, printed copies of this annual report are available, but limited. We encourage you to view the report online at kp.org/annualreport. © 2011 Kaiser Permanente | Kaiser Permanente | One Kaiser Plaza | Oakland, CA 94612

This report was produced by the Kaiser Permanente Brand Strategy, Communications and Public Relations, and Multimedia Communications departments, Northern California.