



Kaiser Permanente

2022 Annual Report

Our shared purpose inspires and drives us. Our doctors, care teams, and staff advanced our mission as we improved the health of our members and the communities we serve.

The year in summary

Our integrated model, innovation, and value-based approach helped us provide care and service when, how, and where people need it.



Kaiser Permanente’s mission of providing high-quality, affordable health care services and keeping our communities healthy has driven us since 1945 and has continued to be our guiding force as we navigated through the pandemic and the last 3 years.

In its third year in 2022, the COVID-19 pandemic was both disruptive and clarifying for the health care ecosystem and for Kaiser Permanente. Health care across the U.S. continued to face several related challenges, including high wage inflation, deferred care, workforce shortages, and skyrocketing drug costs.

Along with addressing these disruptions and challenges, we gained clarity that to meet evolving needs we must strive to bring together our nation’s fragmented health care system, move toward greater integration to personalize care and coverage, address the social implications of health and disease, and align financial incentives for better affordability and quality health outcomes.

Kaiser Permanente’s integrated model and value-based approach allow us to adapt our care model, accelerate innovation, and build our technology infrastructure and digital platform to provide care and service when, how, and where people need it. This has been so important to our ability to achieve our mission over the past several years.

Our care teams worked seamlessly together within Kaiser Permanente’s model to provide preventive and primary care, as well as care that had been delayed due to the pandemic. In 2022, care teams treated 1.8 million COVID-19 patients, administered more than 5 million COVID-19 vaccinations, performed nearly 7 million PCR lab tests in our facilities, and provided more than 14.2 million COVID-19 home antigen tests to our members.

We prioritize quality outcomes in our care, tracking measures such as survival rates, mortality, and prevalence of certain diseases including in the areas of maternal and child health, cardiovascular care, cancer, and mental health and wellness. For example, [Kaiser Permanente members are 33% less likely](#) to experience premature death from heart disease than others living in their community.

We launched the KP Medical Foundation in 2022, a new nonprofit, clinical-led organization to create a more aligned, unified, optimized, and outcomes-focused outpatient care experience for clinicians and members alike in our Colorado and Washington markets. The KP Medical Foundation provides another model for how we come together within Kaiser Permanente through a new structure that aligns leadership and operations in the markets.

Building healthier and more equitable communities is in Kaiser Permanente's DNA. Having a safe place to live, enough money to pay the bills, access to healthy meals, and other social factors are essential to being healthy — and healthy people make up healthy communities. In 2022 we:

- Pledged \$50 million for programs that help people meet their food and nutritional needs
- Expanded the size of our Thriving Communities Fund to \$400 million with the goal of creating 30,000 affordable housing units by 2030
- Declared gun violence a public health crisis and established and committed \$25 million to the Center for Gun Violence Research and Education
- Committed to reducing our greenhouse gas emissions by 50% by 2030 with the goal to reach net-zero emissions by 2050 — knowing there is a direct connection between climate change and the health and wellness of our communities

Our innovative approach to meeting our members' and patients' needs led to our mobile app and website setting a new digital standard for health care management. We are very proud to have won Design Company of the Year in Fast Company's 2022 Innovation by Design awards, the first

time this honor has been given to a health care organization. Throughout 2022, Kaiser Permanente conducted an average of 27,500 video visits per weekday. Our technology helps our members access care and manage their health through electronic health records, appointment reminders, and 24/7 virtual care.

Our physicians and employees are resilient, compassionate, and dedicated. We are proud that nearly 75% of them are represented by a union. In 2022, our Labor Management Partnership marked its 25th anniversary. It is the largest and longest-lasting partnership of its kind in the United States. We are also proud that nearly 70% of our employees and physicians are members of underrepresented and historically marginalized groups, reflecting the ethnic, racial, and cultural makeup of the communities we serve.

In 2022, our employees and physicians continued to work together to honor our historical roots; our mission; our members, patients, and customers; our communities; and each other. This report outlines the work that happened across our organization in 2022.

Meeting needs in the pandemic

The third year of COVID-19 highlights our people's resilience and commitment to caring for others.



The third year of the COVID-19 pandemic began with the ongoing surge of the omicron variant. This brought the fastest spread of the coronavirus since it first appeared. The asymptomatic nature of many omicron infections triggered a spike in demand for COVID-19 testing. Fortunately, during the rest of 2022, no significant new variants emerged to cause substantial increases in hospitalizations, severe new forms of illness, or deaths.

Across the country, there were fewer deaths from COVID-19 in 2022 than in each of the prior 2 years of the pandemic, although the virus continued to be the third-leading cause of death in America. Tragically, by the end of 2022 more than 1 million people in the United States had died from COVID-19 since the pandemic began.

Even as our communities began to return to normalcy in 2022, health care continued to experience challenges. Across the country, health care organizations struggled to deliver 3 years' worth of delayed care. Health care providers also worked tirelessly to address a dramatic increase in demand for mental health services, while continuing to manage care for COVID-19 patients. As we entered the winter months of 2022 — with [flu](#), respiratory syncytial virus ([RSV](#)), and [COVID-19](#) on the rise — our country's health care system became even more strained.



1.8M

Patients with COVID-19 cared for (including 53,000 inpatients)



5M

Vaccine doses administered (including boosters) to members and nonmembers



7M

COVID-19 lab tests conducted and 14.2 million home antigen tests provided

2022: A year of ongoing strain

While they battled COVID-19, our care teams treated more than 328,000 patients with the flu and more than 17,000 patients with RSV. Our teams also delivered inpatient care to nearly 41,000 patients with the flu and more than 3,400 patients with RSV.

At Kaiser Permanente, we experienced a high demand for care while, at times, working with fewer staff members due to a nationwide shortage of health care workers. Staffing shortages increased when health care workers experienced the same illnesses as the communities they served and needed to stay home. To meet growing care needs, we adjusted how we work and aggressively

addressed the industrywide staffing shortages. We increased in-person and virtual appointments, and where possible, extended medical office hours. We also launched new services and capabilities to provide 24/7 access to care for members at home and when they travel. The same extraordinary and dedicated people of Kaiser Permanente, who navigated the toughest challenges of the pandemic to deliver care, remained deeply committed to our members' health and the health of our communities.



Vaccination efforts

Kaiser Permanente has been at the forefront of the COVID-19 vaccination campaign since it began in late 2020. We demonstrated that we could act quickly and effectively to provide vaccinations to our members and communities. We continued that leadership through 2022, including partnering with trusted community organizations to combat misinformation, provide education about the benefits of the vaccine, and ensure that disadvantaged and at-risk populations could access the vaccine. Throughout 2022, Kaiser Permanente safely delivered more than 5 million vaccine doses to our members and communities.

In the fall of 2022, the Centers for Disease Control and Prevention recommended that people age 5 and older get an updated (or bivalent) COVID-19 booster for better protection against the most prevalent omicron variants. These variants caused most COVID-19 cases in the U.S. that year. Vaccination is essential to preventing

serious illness and hospitalization, not just for COVID-19 but also for the flu and other diseases. Our infectious disease experts know that the best way to protect yourself, your family, and our communities is to get vaccinated and boosted.

In the future, we expect to see an evolution of new COVID-19 variants, as well as the emergence of new viruses and infections. But with advances in medical technology, such as the [mRNA vaccines](#), we have powerful tools to manage these diseases and minimize their impact. When Paxlovid became available as a treatment for people who contracted COVID-19, our team moved quickly to establish an efficient process for distributing this medication to individuals at high risk for severe illness.

Testing for COVID-19

Throughout 2022, Kaiser Permanente conducted nearly 7 million COVID-19 lab tests nationally and provided our members and communities with more than 14.2 million home antigen tests. Early in the COVID-19 pandemic, PCR lab tests were almost always used to detect the virus. As antigen tests became widely available, by the end of 2022 it was easier and faster to get test results at home. In most cases, home antigen tests or self-tests — the kind sold over the counter — became the best option for quick results (in 30 minutes or less) without a trip to a medical facility. In those cases where clinical circumstances called for a PCR test, we made it easier for our members to get tested and get results quickly.





Keeping front-line caregivers safe

The ongoing impact of this pandemic included the increased demand for mental health care and care that was delayed during the heart of the pandemic. These factors made 2022 another challenging and stressful time to work on the front lines of health care.

Early in the pandemic response, Kaiser Permanente took extraordinary steps to support and protect our workforce. This included providing \$800 million in employee assistance to ensure that employees had access to alternate housing options, special child care grants, and additional paid leave for COVID-19 illness and exposure. We appreciated the ongoing partnership of the unions, which represented our employees during 2022. Our labor partners helped strengthen our ongoing pandemic response.

As the COVID-19 pandemic evolved, we addressed burnout and exhaustion among our workforce. And we continue to support and protect our people. Their commitment to caring for our members, patients, and communities throughout the pandemic has been so inspiring. We continue to thank them for their resilience and compassion. We celebrate their expertise and accomplishments during this historic time.

Research

Our scientists, researchers, and infectious disease experts responded to this crisis with unwavering determination. They continue to learn and share their knowledge with the world.

During the pandemic, Kaiser Permanente doctors and researchers participated in the initial research for the Pfizer COVID-19 vaccine. And we helped demonstrate both the safety and effectiveness of this vaccine against COVID-19. Kaiser Permanente teams were also involved in multiple studies, including a study on remdesivir, an antiviral for COVID-19, which has also proven to be extremely effective. In 2022, our doctors and researchers continued to conduct important research on COVID-19 including multiple studies on vaccine safety and effectiveness, COVID-19 and pregnancy complications, and the impact of exercise on the severity of COVID-19 outcomes.



Protecting the health of our communities

We're especially focused on improving the health of [communities most harmed by the pandemic](#).

Race, ethnicity, gender, sexual orientation, and socioeconomic status shouldn't matter when it comes to accessing care and staying healthy. However, the pandemic highlighted long-standing inequities in health care across



Moving forward together

The pandemic changed us all forever — as people, as communities, and as a nation. We’ve all felt the personal loss and uncertainty that COVID-19 brought into our lives. As it moves from a global pandemic to an endemic reality, the virus will remain in our communities. Kaiser Permanente’s highest priority remains the health, safety, and well-being of our employees, physicians, members, and the communities we serve.

the nation for people in many underserved communities. These disparities have existed for many years but received new attention during the COVID-19 pandemic.

Kaiser Permanente has always had a deep and abiding commitment to health equity, long before this pandemic. Nearly 40% of our membership is people of color, and our members speak more than 130 languages. Our workforce reflects the diversity of the communities we serve.

We continue to participate in discussions on local, state, and federal policies affecting the health of our communities. We worked with public health agencies at all levels, demonstrating the value of public-private partnerships to better confront shared challenges. We joined efforts to explore ideas for improving our nation’s public health infrastructure, with the aim of ensuring that our country is prepared for the next public health crisis. By working together to build the best of what we’ve learned into our nation’s health care and public health infrastructure, we’ll be even stronger and better prepared for future challenges. For more information on our work across a wide range of community health initiatives, see our [2022 Community Health Snapshot](#).

We are honored to have been able to serve and care for our members, patients, and their families during the pandemic. We appreciate the many dedicated organizations in our communities that helped deliver care, comfort, social services, support, and trusted information to the most vulnerable people we serve. It bears repeating that we offer our deepest gratitude and admiration for our physicians, care teams, and employees for the great work they did in 2022 to care for our members, patients, community, and each other. They make it possible for Kaiser Permanente to deliver on its mission.



High-quality care members can count on

Our members and patients deserve care that is effective and safe, timely and efficient, compassionate and equitable.



Our care teams are dedicated to helping prevent disease, heal illnesses and injuries, manage complex and ongoing health conditions, and improve mental health. They work together seamlessly within Kaiser Permanente’s model, which combines care and coverage, to deliver high-quality care.

The third year of the COVID-19 pandemic brought continued threats to the health of our members, patients, and communities. It also brought challenges to health care organizations, including Kaiser Permanente. Through it all, we maintained our commitment to delivering high-quality care and took important steps to evolve how we measure care quality.

The year began in the middle of the COVID-19 omicron variant wave of infections. Fortunately, by that point, many people had been vaccinated against COVID-19. So, severe illnesses and death caused by the virus were less common than in the first 2 years of the pandemic.

During 2022, our care teams treated 1.8 million patients who had COVID-19, including 53,000 who required hospitalization. We also administered more than 5 million COVID-19 vaccinations. We performed nearly 7 million COVID-19 PCR lab tests at Kaiser Permanente facilities and provided more than 14.2 million COVID-19 home antigen tests to our members. COVID-19 was not the only public health threat in 2022. We also saw outbreaks of RSV (respiratory syncytial virus) and higher rates of the flu than we had seen the past 2 years.



81

Quality measures in which we are rated number 1 in the nation by the NCQA (National Committee for Quality Assurance)

39

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

2.2M

Colorectal cancer screenings

118K

Babies born

100.2M

Prescriptions filled

\$345M

Funding for research

2,160

Studies (including clinical trials)

1M

Mammograms

1.7M

Cervical cancer screenings

12

Consecutive years earning Pharmacy Quality Alliance’s Excellence in Quality Award (Medicare Advantage drug plans)

4

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

Our clinical teams worked tirelessly to provide care to members whose in-person, nonurgent care needs had been delayed by the pandemic. To meet growing care needs, we rapidly adjusted how we work and continued to aggressively address the industry staffing shortages. We also increased in-person and virtual appointments and, where possible, extended medical office hours.

Even with the challenges we faced, we continued to achieve high ratings in quality assessments. Our member satisfaction scores and quality of care ratings continued to be among the nation's highest, as determined by multiple, independent organizations. We were again among the highest-rated health plans in the nation, according to the 2022 National Committee for Quality Assurance. Our Medicare and commercial health plans were rated highest or tied for highest in every geographic region we serve.

Alongside these important third-party assessments, we are deeply engaged in

exploring new ways of creating accountability around quality and quality improvement. Through a collaboration with the Institute for Health Metrics and Evaluation we've taken an important step in modeling how we might create and share the types of quality measures that really matter to our members and patients. Our analysis found that, in our communities, Kaiser Permanente members are significantly less likely to experience premature death due to cancer (where they were 20% less likely) and heart disease ([where they were 33% less likely](#)) compared to nonmembers in their community.

Throughout 2022, Kaiser Permanente research teams continued their work to advance care, improve our members' experience, and find ways to improve the health of our members, patients, and communities. Our collaborative care model allows us to quickly translate research findings into improved care for our members and patients. Our physicians also connect patients to clinical trials that offer cutting-edge treatments and therapies.



Advancing health equity

Everyone deserves a fair chance to be as healthy as possible.

Providing high-quality health care that respects our members' beliefs and values and meets their language needs is core to our mission.

We believe that all our members deserve equitable care — that means care that's tailored for them and enables them to live their healthiest lives. We work to identify and eliminate avoidable differences in health between different groups of people. These are called health inequities.

One of the ways we advance health equity is by having a [diverse workforce](#). Seven out of every 10 of our employees are members of underrepresented and historically marginalized groups. And more than 7 out of every 10 of our employees are women. Our multicultural and multiracial workforce helps create trust and supports effective communication with our members.

We also know that being healthy isn't only a result of high-quality medical care. Having a

safe place to live, enough money to pay the bills, access to healthy meals, and many other social factors are essential. And the events of the past 3 years have shown us once again how much social injustice and racism can impact health. Our [actions to fight racism](#) and our work to assess our members for basic needs and connect them to resources are more important than ever.

To further address health inequities, we're working to measure the quality of our care based on health outcomes, taking into account the social factors that play a critical role in those outcomes. We already measure outcomes for many areas of care, such as heart disease, cancer, mental health and wellness, and maternal health. And we're working on ways to sort and analyze those outcomes by equity dimensions. For example, we'll look at how our care meets the needs of different racial and ethnic groups and people with high incomes versus low incomes. This data will help us identify outcome gaps and create plans to address them.

We're also looking at how our social health screenings are affecting members' health. In 2022, we helped 170,000 members [connect to public benefit and community-based programs](#) such as the Supplemental

Nutrition Assistance Program and internet discounts. When we make those connections, we add the information into our members' electronic health records. This allows us to better understand how these screenings, in combination with medical care, contribute to members' health.

Climate change is another important health equity issue we're addressing. While climate change poses a health threat for everyone, people of color and people who live in low-income communities are at greater risk.

Our work to eliminate greenhouse gases — gases that trap heat in our planet's atmosphere and contribute to climate change — directly benefits the health of our patients and our communities. As part of our leadership role, in 2022, we committed to [significantly reducing our greenhouse gas emissions](#). We are working to reduce our emissions by 50% by 2030. We're aiming to reach net-zero emissions by 2050.

We know there's much more work to be done so that everyone has the opportunity to achieve their best health. We'll continue taking a leadership role to create a more just and equitable society.

Driving innovation

We seek to enhance care that focuses on the patient. It is what our members expect. Technology and data can improve the ease and convenience of both care and service.



Since our founding in 1945, Kaiser Permanente has made innovation a priority.

We invest in new technology, equipment, care facilities, and more. These investments redefine the health care experience for our members, patients, and communities. Our innovations contribute to:

- Healthy living
- Disease prevention
- Care delivery
- Chronic disease management

We gather data and insights from our large, diverse, and long-term membership base. What we learn helps us reduce disparities. We also use this data to address inequities within underserved and underrepresented populations. Learn how our research helps us better [understand and address inequities](#).

Our technology helps our members access care and manage their health. Some ways we do this are through our electronic health record system, appointment reminders, and 24/7 virtual care. Our mobile app and website set a new digital standard for health care management in one convenient place.



705M

Visits to kp.org

42.8M

Prescriptions filled online

85.1%

Members with digital access

7.35M

Video visits

44.1M

Secure messages exchanged with providers

11.1M

Appointments scheduled online (excluding Northern California and Washington)

97.3M

Lab test results viewed online

10.5M

E-visits

97.3M

My Documents visits

Our redesigned tools won awards and increased digital care

- We won [Fast Company's 2022 Design Company of the Year award](#). This is the first time this honor went to a health care organization.
- Kaiser Permanente's redesigned member app won Webby's [people's choice award](#) in 2022.
- Since the 2021 redesign, our online appointment bookings rose 80%.

Care Away From Home expanded in 2022

New offerings provide our members with greater access to care while away from home. We expanded to all 50 states the reach of our 24/7 virtual care service, which debuted in 2021. In 2022, we launched a new nationwide [collaboration](#) with Evernorth Health Services and Cigna Healthcare. The collaboration allows Kaiser Permanente members to get in-person urgent and emergency care from Cigna Healthcare's PPO network (preferred provider organization) of physicians, hospitals, and urgent care clinics while traveling outside of states where Kaiser Permanente operates.* This recent collaboration is one of several for members' in-person urgent care needs including MinuteClinic, Concentra, and The Little Clinic. Members will be billed for their copay or coinsurance later for all in-person urgent or emergency care options.

Telehealth continues to empower our clinicians to provide patients with high-quality care seamlessly and effectively. Physicians can connect with colleagues for consultation, which can allow for quicker care. Throughout 2022, Kaiser Permanente conducted an average of 27,500 video visits per weekday.

New health plan administration technology

Kaiser Permanente continued a multiyear investment to replace 4 separate membership systems with a single, modern technology platform for billing, enrollment, and eligibility. In 2022, we worked to migrate our members and customers to the new KP MembershipConnect platform. Through this new technology platform, our members and customers will benefit from an improved service experience, including redesigned bills and a new payment platform with enhanced self-service features. We will complete the transition of all markets and lines of business to the new platform over the next few years.

Health care continues to change at a rapid pace. Medical science and increasing consumer expectations, along with market and economic factors, drive the change. We ensure our innovation focuses on the patient and consumer. This way, our members and our communities benefit.

* The Cigna Healthcare PPO Network is not available to HMO and EPO members enrolled in coverage issued by Kaiser Foundation Health Plan of Washington and Kaiser Foundation Health Plan of Washington Options, Inc. Access to the Cigna PPO Network is available through Cigna's contractual relationship with the Kaiser Permanente health plans.



Our focus on communities

People need more than high-quality medical care to achieve their best health. Good health starts where you live, work, and play.

At Kaiser Permanente, our mission compels us to improve the health of our members and the communities we serve. Building healthier and more equitable communities takes dedication, and we continue to make progress. Much of our work involves investing in our communities and working with community organizations, government leaders, and other partners.

In 2022, we maintained our focus on increasing equitable economic opportunities in our communities. People who are financially secure can more easily access the things that promote good health, such as safe and stable housing, education, and healthy food. We helped support more than 9,000 entrepreneurs with technical assistance and business coaching, and we used our organization's purchasing power to support diverse small businesses. We spent \$3.49 billion in 2022 with businesses owned by women and people of color.

We also helped support over 230,000 people through programs that strengthened household finances, provided access to college pathways and job training, and granted scholarships to students pursuing undergraduate health care degrees. Many of these programs specifically focus on helping people of color, who have historically faced gaps in income and earning potential.

Good nutrition and good health are closely linked. We work to ensure our members and communities have access to, and can afford, healthy food. In 2022, we reached out to 1



Nearly 1.4M

People served by Medicaid and Children's Health Insurance Program

433K

People served through Medical Financial Assistance

\$2.8B

Total spent on community health initiatives

\$3.49B

Spent to support businesses owned by women and people of color

\$11.1M

To nonprofit organizations that support businesses owned by women and people of color

million members in need to offer help applying for the Supplemental Nutrition Assistance Program. We helped members apply for the Supplemental Nutrition Assistance Program and the Special Supplemental Nutrition Program for Women, Infants, and Children. We also provided healthy food boxes and nutrition education to members with diabetes facing challenges getting enough food. In September 2022, we pledged to invest \$50 million in programs that help vulnerable people meet their food and nutrition needs. Our commitment will improve health in our communities and support the Biden administration's goal to end hunger in America by 2030.

Climate change is negatively impacting the health and well-being of people in our communities. That's why we are working to slow down climate change by minimizing our environmental impact. In 2022, we committed to reducing our greenhouse gas emissions by 50% by 2030. Our goal is to reach net-zero emissions by 2050. We'll do this by continuing to evolve how we power our facilities, manage waste, and purchase food and medical supplies. We want to serve as a model for others in health care to follow.

Access to affordable housing continues to be a major need in our communities. Chronic homelessness can have devastating effects on a person's long-term health — and it's a troubling reality for far too many people. In 2022, we expanded the size of our Thriving Communities Fund to \$400 million. This has put us on track to create and preserve 30,000 affordable housing units by 2030. We're proud to have supported the mental, physical, and social health needs of 180,000 people in our communities — including Kaiser Permanente members — experiencing homelessness in 2022. We provided them in-person and virtual care and connected them with medical respite care as needed.

In 2022, we continued to strengthen our Thriving Schools initiative, which supports thousands of K-12 school systems in being equitable, healthy, vibrant places. Specifically, we advanced the work of our Thriving Schools Integrated Assessment and RISE, our Resilience in School Environments initiative. These are both no-cost, evidence-informed approaches to helping schools and districts find ways to improve the well-being of students, staff, and teachers.

Gun violence is a public health crisis. In 2022, we established the Center for Gun Violence Research and Education. We've committed \$25 million to the center. We've also partnered with the Health Alliance for Violence Intervention to coordinate the center's efforts. The center's goal is to reduce gun violence in the U.S., including intimate partner violence and suicide.

The third year of the COVID-19 pandemic presented many challenges to the people in our communities. We continued supporting outreach campaigns to encourage vaccination. We also continued donating personal protective equipment and other supplies to community-based organizations. As new variants of the coronavirus emerged, we partnered to develop communication toolkits that help local organizations encourage people to get tested for the virus and get their booster shots. Our efforts focused on supporting the needs of people most impacted by the pandemic, including Asian Americans and Black and Latino people.

As we began looking toward a post-pandemic future, it became clear that we needed to work with other national health leaders to strengthen public health in the United States. We dedicated substantial resources to supporting public health infrastructure. Our aim is to promote equitable health outcomes and support our country to be prepared for the next public health crisis.

Kaiser Permanente senior leaders took part in several national policy discussions and roundtables, including at the White House, on topics ranging from drug prices, health care coverage subsidies, hunger and nutrition, and climate and health, among others.

The pandemic also highlighted the importance of helping ensure vulnerable people, including older adults and people with low incomes, get the care they need. We participate in Medicaid and provide medical financial assistance and charitable health coverage. We also partner with an array of safety-net organizations that provide health care for vulnerable populations. In 2022, we served nearly 1.4 million Medicaid and Children's Health Insurance Program participants. Through our Charitable Health Coverage programs, we provided health care coverage to over 12,000 people with low incomes who don't have access to other public or private health coverage. Our Medical Financial Assistance program covered \$433 million in medical costs for over 319,000 patients. The program provides temporary

financial assistance to patients with low incomes who need help paying for all or part of their medical care received from Kaiser Permanente.

Our work in 2022 is highlighted further in our annual [Community Health Snapshot](#).

Collaborating to improve care

Our employees and physicians bring our mission to life every day.



Resilient, compassionate, and driven — our physicians and employees are remarkable in so many ways. Their contributions and dedication to our mission are what make Kaiser Permanente a great place for care and coverage.

In 2022, our highly trained clinical care teams continued to provide comprehensive care and support including preventive, routine, chronic, acute, and deferred care. Our highest priority is the health and well-being of our employees, physicians, members, patients, and communities.

Our organization strives to be a place where every person can grow, contribute, and feel a true sense of belonging. In 2022, we advanced our workplace equity efforts by introducing 3 equity principles. These principles serve as guidelines for how we treat our members, patients, and one another:

- Inclusion — I foster inclusive environments where everyone feels safe sharing ideas, concerns, and aspects of their identity without fear.
- Accountability — I am accountable for my individual action or inaction that leads to others being harmed.



12.6M
Members

39
Hospitals

737
Medical offices

23,982
Physicians

68,218
Nurses

223,735
Employees*

*Includes technical, administrative, and clerical employees; nurses; and nonphysician caregivers

- Advocacy — I advocate for equity and inclusion for all people and amplify the voices of the most impacted and unheard.

Our focus on equity is vital because we know diverse perspectives are essential to achieving our mission. We're proud to have a workforce that reflects the ethnic, racial, and cultural makeup of our communities. In 2022, nearly 70% of our workforce were members of underrepresented and historically marginalized groups. Our diversity allows us to better understand the needs and preferences of our richly diverse members — and provide better care and service for all.

We're also proud to employ so many union members — nearly 75% of our employees are represented by a union. Our relationship with organized labor stretches back to our early days and has helped sustain and grow Kaiser Permanente over the decades. We work together with our unions in a labor-management partnership. This partnership brings together employees, managers, and physicians from all levels of the organization to collaborate and jointly solve problems, spread innovation, and improve care and service. In 2022, our Labor Management Partnership marked its 25th anniversary. It's the largest and longest-lasting partnership of its kind in the United States.

Financials



\$95.4B

Operating revenues



\$1.3B

Operating loss



\$4.5B

Net loss



\$3.5B

Capital spending



\$2.8B

Spent on community health programs

Leadership team

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

Vivek Sharma

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

Ronald J. Vance

Interim Regional President, Washington

Carrie Owen Plietz
Regional President, Northern California

Michael Ramseier
Regional President, Colorado

Pamela Shipley
Regional President, Georgia

Arthur M. Southam, MD
Executive Vice President, Health Plan
Operations and Chief Growth Officer

Permanente Medicine

Permanente Medical Group Leaders
See our current [Permanente Medical Group leaders](#).

Leong Koh, MD
President and CEO,
Northwest Permanente, P.C.

Ramin Davidoff, MD
Executive Medical Director and Chair of
the Board, Southern California Permanente
Medical Group; Chair of the Board and CEO,
The Southeast Permanente Medical Group,
Inc.; and Chair of the Board and CEO, Hawaii
Permanente Medical Group, Inc.

Jeffrey Krawcek, MD, MBOE
President and Executive Medical Director,
Colorado Permanente Medical Group, P.C.

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

Paul Minardi, MD
President and Executive Medical Director,
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Executive Vice President and Chief Executive
Officer of the KP Medical Foundation.

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

Paul Swenson
Executive Vice President,
Chief Administrative Officer

Ruth Williams-Brinkley
Regional President, Mid-Atlantic States

The Permanente Federation

Ramin Davidoff, MD
Co-CEO

Richard S. Isaacs, MD, FACS
Co-CEO

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