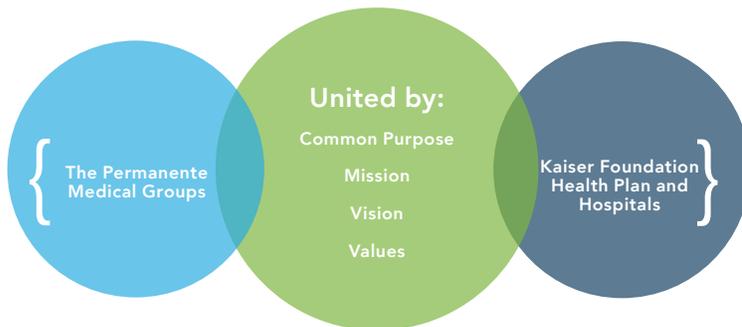


# The Importance of Physician Leadership in an Integrated Care System

## GENERAL OVERVIEW

In a time of uncertainty about how health care is organized and delivered, one constant is the need for an increasing level of shared accountability among physicians, hospitals, and payers. Kaiser Permanente, with its eight self-governed, multi-specialty medical groups, represents a model for how physician-led groups can effectively partner with health plans and hospitals to deliver 21<sup>st</sup> century medicine. Through this unique organizational structure and the practice of [Permanente Medicine](#), Kaiser Permanente has continued to set the bar for innovation and quality. Permanente Medicine embodies person-centered, team-based, technology-enabled, culturally responsive, and evidence-based care.



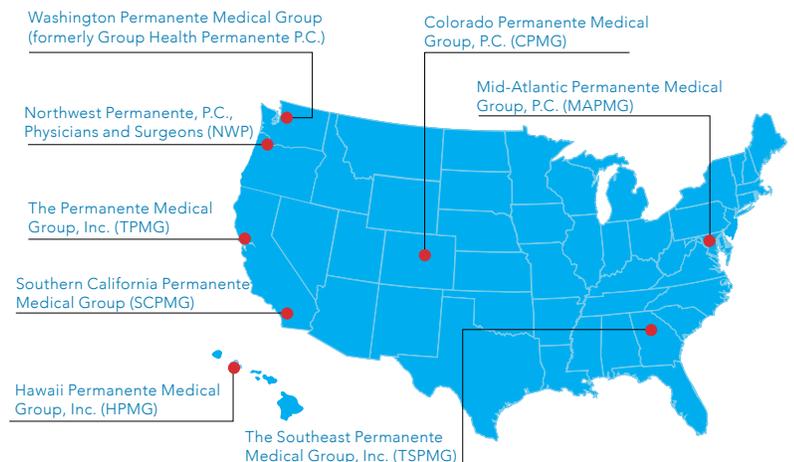
## THE 'PERMANENTE' IN KAISER PERMANENTE

Kaiser Permanente is composed of three entities united by a common mission: the Permanente Medical Groups (PMGs), Kaiser Foundation Health Plan, and Kaiser Foundation Hospitals, and their respective subsidiaries. The PMGs are eight self-governed, physician-led, multi-specialty medical groups representing more than 21,000 physicians. They serve more than 11.8 million patients across the country in Hawaii, California, Oregon, Washington, Colorado, Georgia, Virginia, Maryland, and the District of Columbia.

This model allows Permanente physicians the ability to practice medicine

## QUICK FACTS

- Nearly 90 percent of Kaiser Permanente patients have their [blood pressure](#) under control, according to the 2016 National Committee for Quality Assurance's (NCQA) Quality Compass® data. 
- In 2016, Kaiser Permanente [was No.1](#) in 21 of the 48 care measures rated in NCQA's Quality Compass dataset – no other health plan had more than four No. 1 rankings. 
- In 2017 [Medicare star quality ratings](#), Kaiser Permanente's Northern and Southern California, Colorado, Northwest, and Mid-Atlantic States regions received five out of five stars each, the highest overall rating. 
- According to the Centers for Medicare and Medicaid Services (CMS), Kaiser Permanente represents [four of 14 Medicare health plans](#) that earned five out of five stars.



■ *continued*

free from interference and unencumbered by constraints typical of fee-for-service environments. Additionally, the medical groups have an individual and collective accountability for both the quality and cost of health care, and ethical stewardship of patients' health and health care resources. This unique structure results in some of the highest quality and patient satisfaction scores in the nation.

## Physician Leadership and Development

Physician-led systems and medical groups, like the PMGs, that actively promote and develop engaged physician leaders experience improved outcomes in areas such as clinical care, quality, and the business of medicine. Below are examples of work in these areas.

- **Clinical Quality:** Physicians collaborate with Kaiser Foundation Health Plan and Hospitals (KFHP/H) on the National Quality Strategy to identify and spread best practices throughout the organization.
- **IT Systems Development and Deployment:** Physicians have been critical to the development and deployment of Kaiser Permanente's electronic medical record (EMR) system, which is currently the largest privately run EMR in the world.
- **Leadership in Business:** The Medicine and Management program equips physician leaders with critical management skills. The Kaiser Permanente Executive Leadership Program, in partnership with Harvard Business School, provides PMG and KFHP/H leaders with skills and training in executive leadership, strategy, and business.
- **Resource Stewardship:** Joint PMG and KFHP/H committees help Kaiser Permanente ensure the best products and prices at every facility and monitor and evaluate technologies based on safety, efficacy, and comparative utility.
- **Pharmacy:** Physicians and pharmacists collaborate nationally to manage drug use, develop formularies, and improve quality and affordability. As a result, Permanente physicians appropriately prescribe generics at higher rates than the rest of the health care industry.
- **Public Policy:** Physicians engage in key health policy issues to promote and differentiate the integrated care delivery model nationwide. PMG leaders serve on influential national boards and commissions, like the United States Preventive Services Task Force.

## Selected Publications

"Skills for an Effective Practice in an Integrated Care Delivery System," *Permanente Medicine*. June 29, 2017. <https://permanente.org/skills-for-an-effective-practice-in-an-integrated-care-delivery-system/>

"CAPP Leaders Discuss How They Develop Physician Leaders at Washington, DC, Colloquium," *Council of Accountable Physician Practices*. October 12, 2016. <http://accountablecarephysicians.org/capp-in-the-news/capp-leaders-discuss-develop-physician-leaders-washington-dc-colloquium/>

## Permanente Physician Experts

Our physician experts are available to discuss our unique model and approach to physician leadership.



**Geoffrey Sewell, MD, FACP**, chair, National Permanente Executive Committee, The Permanente Federation; president and executive medical director, Hawaii Permanente Medical Group



**Stephen Tarnoff, MD**, president and executive medical director, Washington Permanente Medical Group

## About the Permanente Medical Groups

The Permanente Medical Groups are composed of more than 21,000 physicians. Our mission is to improve the health of our patients and the communities in which we provide care. We practice in eight self-governed, physician-led, prepaid, multi-specialty medical groups that work with the Kaiser Foundation Health Plans and Kaiser Foundation Hospitals to provide care for more than 11.8 million Kaiser Permanente members. We work collaboratively, enabled by state-of-the-art facilities and technology, to provide preventive and world-class complex care in eight states – from Hawaii to Maryland – and the District of Columbia.

## About The Permanente Federation

In 1997, the Permanente Medical Groups formed The Permanente Federation LLC to represent their shared interests. The Federation serves as the key partner on behalf of the medical groups with Kaiser Foundation Health Plan and Kaiser Foundation Hospitals on national initiatives.

Please visit [permanente.org](http://permanente.org).

