

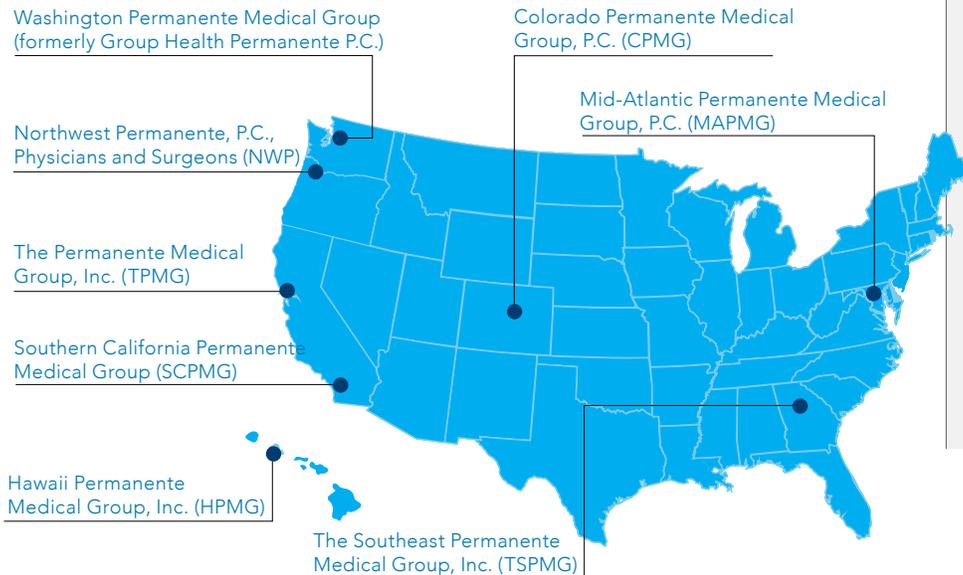
# The Importance of Physician Leadership in an Integrated Care System

## 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 medical groups, represents a model for how physician-led groups can effectively partner with health plans and hospitals to deliver 21st 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.

## 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. 
- According to the 2018 [NCQA Annual Report](#), Kaiser Permanente has the highest rated commercial and Medicare plan (or is tied for the highest) in every geographic region it serves. 
- In 2018 [Medicare star quality ratings](#), Kaiser Permanente's Northern and Southern California, Colorado, Hawaii, 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 [five of the 15 Medicare health plans](#) that earned five out of five stars.



## 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 physician-led multispecialty medical groups representing more than 22,000 physicians. They serve 12.2 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 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

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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 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 the PMGs' 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 nation- and worldwide. 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://accountablecaredoctors.org/capp-in-the-news/capp-leaders-discuss-develop-physician-leaders-washington-dc-colloquium/>

### Permanente Physician Expert

Our physician expert is 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

### About the Permanente Medical Groups

The Permanente Medical Groups are composed of more than 22,000 physicians dedicated to the mission of improving the health of our patients and the communities in which we provide care. We practice in eight self-governed, physician-led, prepaid, multispecialty medical groups. Together with the Kaiser Foundation Health Plans and Kaiser Foundation Hospitals, we are Kaiser Permanente – an award-winning health care system that delivers Permanente Medicine to more than 12.2 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

The Permanente Federation LLC (the Federation) is the national leadership and consulting organization for the eight Permanente Medical Groups (PMGs), which, together with the Kaiser Foundation Health Plans and Kaiser Foundation Hospitals, comprise Kaiser Permanente. The PMGs employ more than 22,000 physicians, approximately 90,000 nurses, other clinicians and staff, and provide care to over 12.2 million Kaiser Permanente members. The Federation works on behalf of the PMGs to optimize care delivery and spread Permanente Medicine – medicine that is patient centered, evidence based, technology enabled, culturally responsive, team delivered, and physician led. The Federation, based in Oakland, California, fosters an open learning environment and accelerates research, innovation, and performance improvements across the PMGs to expand the reach of Kaiser Permanente's integrated care delivery model and to lead the nation in transforming care delivery.

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

**PERMANENTE MEDICINE®**  
The Permanente Federation