

2017

THE PERMANENTE FEDERATION
ANNUAL REPORT



2017 FAST FACTS



22,080 TOTAL PHYSICIANS



11.8 MILLION TOTAL MEMBERS SERVED



LOCATED IN **8** STATES and DC



39 HOSPITALS



682 MEDICAL OFFICES AND
OTHER FACILITIES

FULFILLING THE PROMISE OF MEDICINE



EXECUTIVE LETTER

To the physicians and employees of the Permanente Medical Groups:

Permanente Medicine is more than a phrase that describes what we do. It's a calling. It's our unwavering commitment to all who entrust us with the most challenging and joyous moments of their lives. It represents our clinical excellence and compassionate care, which serve as a model for keeping communities healthy and helping people across our nation live longer, healthier lives.

As the physician leaders of The Permanente Federation, it's our honor to represent the more than 22,000 physicians and nearly 58,000 clinicians and administrative staff who practice and support Permanente Medicine each and every day.

Continued on next page.



We're proud of our efforts in 2017 to enhance the impact of Permanente Medicine and seek meaningful alignment across the eight Permanente Medical Groups (PMGs), serving more than 11.8 million Kaiser Permanente members nationwide. Together, we're the largest private group practice in the country, and we - along with our care teams - believe that high-quality, patient- and family-centered care should have no limitations.

Kaiser Permanente plans were the highest performing among nearly 500 U.S. commercial health plans.

When it comes to setting the bar, we're delighted that for the ninth consecutive year, Kaiser Permanente - powered by Permanente Medicine and the best physicians and clinicians, period - has more No. 1 ratings in care measures ranked by the National Committee for Quality Assurance than any other health plan in the United States, earning a top rating in 25 categories in 2017. Our program was the highest performing among nearly 500 commercial health plans.

In celebration of our rich history, we commemorated in 2017 the 20-year anniversary of the founding of The Permanente Federation. In advance of this important anniversary, the Executive Medical Directors (EMDs) re-envisioned the structure of the Federation

and reaffirmed its original mission to serve the national interests of the Permanente Medical Groups. We've been able to achieve many of the goals we set out to accomplish and are grateful to the people of the Federation and our PMG physicians, clinicians, and staff who've leaned in to provide the necessary guidance and leadership.

We took significant steps in telling the Permanente Medicine story, as we completed the first phase of our brand work and previewed it at the Permanente Executive Leadership Summit (PELS) in Washington, DC. This accomplishment was one of many firsts throughout the year, which included a more robust approach to social media and several unified national statements we issued together on topics important to our physician colleagues, members, and patients - from health care reform to inclusion and diversity.

At PELS, more than 400 physician leaders gathered to learn about innovations, share best practices, and express a collective vision for advancing Permanente Medicine with a single, unified voice. PELS showcased some of the most notable work of the PMGs, reminding us of the tremendous responsibility we have to fulfill the promise of medicine by always putting our members, patients, families, communities, and customers at the center of everything we do.

Being the industry leader means constantly improving and actively seeking ways to "disrupt" ourselves in the name of clinical excellence and quality outcomes. In 2018, we'll further elevate the organizational vision for the future of health care delivery. This work will focus on several strategic areas, including predictive

Together our potential is limitless.

analytics and artificial intelligence, precision medicine and genomics, and telemedicine. Known as the “Future of Permanente Medicine and KP Health Care Delivery,” this initiative will enhance our ability to define and deliver best-in-class medicine.

This phenomenal organization has never been stronger. We feel a renewed confidence in what lies ahead for us because of the commitment and hard work of our fellow Permanente leaders and all our physicians, clinicians, and dedicated employees.

It’s with sincere and deep appreciation that we thank you for your outstanding contributions in making Permanente Medicine a resounding answer to health, health care, and physician health and wellness in America. Together our potential is limitless.

Geoffrey S. Sewell, MD, FACP
Chair, National Permanente Executive Committee
The Permanente Federation, LLC
President and Executive Medical Director
Hawaii Permanente Medical Group, Inc.

Edward M. Ellison, MD
Co-CEO, The Permanente Federation, LLC
Executive Medical Director and Chairman of the Board
Southern California Permanente Medical Group, Inc.
Chairman and CEO
The Southeast Permanente Medical Group, Inc.

Richard S. Isaacs, MD, FACS
Co-CEO, The Permanente Federation, LLC
CEO and Executive Director
The Permanente Medical Group, Inc.
President and CEO
Mid-Atlantic Permanente Medical Group, P.C.

Imelda Dacones, MD
President and Chief Executive Officer
Northwest Permanente, P.C.

Margaret Ferguson, MD, MBA
President and Executive Medical Director
Colorado Permanente Medical Group, P.C.

Stephen Tarnoff, MD
President and Executive Medical Director
Washington Permanente Medical Group, P.C.

Mary L. Wilson, MD, MPH
Executive Medical Director
The Southeast Permanente Medical Group, Inc.

INTRODUCING OUR NEW BRAND

At Kaiser Permanente, we know that our unique partnership model and the practice of Permanente Medicine produce the nation’s leading health outcomes. Yet effectively spreading this message to policymakers, thought leaders, and the public requires us to create a strategic and aligned brand identity to tell the story of our accomplishments.

A brand is the promise we make to ourselves, our colleagues, our partners, and our patients. Over the last year — with your help — we defined that promise by developing a bold, new Permanente Medicine brand strategy and visual identity. We also created channels and platforms such as a new external website (www.permanente.org) and social media presence to amplify our message.

PERMANENTE MEDICINE



ACHIEVEMENTS AT THE PERMANENTE FEDERATION

In 2017, the Federation fostered collaboration among the Permanente Medical Groups as the organization pursued PMG-supported priorities, objectives, and activities to improve the lives of our patients and members.

Care Delivery IT

We secured funding for a Quality Portfolio, gained approval for dictation from the Care Delivery Portfolio Approval Council, and laid the groundwork for Clinician Connect – a clinician-to-clinician consultation app – to be rolled out across the Program, starting with the Mid-Atlantic States Region.

We also strengthened PMG sponsorship in the Digital Experience Center Steering Committee and formed the Telehealth Leadership Group, addressing consistency of telehealth offerings across the Program.

Care Management Institute

CMI celebrated its 20th anniversary in 2017 with a successful annual meeting that looked at its past, present, and future through the lens of its core capabilities: Knowing, Assessing, and Doing.

A noteworthy accomplishment was that the CMI team supported the implementation of Care Without Delay to improve timeliness, remove system barriers, and provide a better care experience for our patients. In addition, Evidence Services continued to maintain

up-to-date Kaiser Permanente national guidelines by identifying, assessing, and interpreting how new studies can be incorporated into best practice. Overall, in 2017 we made great progress on the National Clinical Quality Initiatives to ensure the best care for our patients wherever they interact with our services, and we continued our focus on improving mental health and wellness and women’s and children’s health.

Center for Total Health

The Federation team in Washington, DC, leveraged and expanded the Center for Total Health’s role in policy, external affairs, and support for Permanente leadership. In 2017, the team completed an initiative to install PMG-branded content within the center’s displays and ensured representation of every PMG throughout the center.

Clinical Quality

We made significant progress on four of six aims of the National Clinical Quality Strategy: Safe, Effective, Efficient, and Equitable, and we began work on the two others: Timely and Person-Centered. We also collaborated with physician leaders to redesign the former “chiefs groups” into Inter-Regional Clinical Practice Groups to focus on supporting the National Clinical Quality Strategy, Permanente Medicine, and other high-value national work in a more innovative, aligned, and coordinated way.

In clinical education, the Kaiser Permanente Maintenance of Certification (MOC) Part IV portfolio, administered by the Federation, currently has more than 100 approved quality improvement projects. Nearly 1,000 physicians participated in 2017. Also, the Kaiser Permanente National Continuing Medical Education (CME) Program achieved accreditation with commendation from its accrediting board, the ACCME. In 2017, the program offered 108 individual CME activities and offered an increasing variety of online education.

Communications, Brand, and Public Relations

We developed a national Permanente Medicine brand, which was introduced last fall at the Permanente Executive Leadership Summit in Washington, DC. (See page 5) We also launched a national, externally-facing Permanente website, and established a growing social media and digital presence, all in alignment with our Kaiser Permanente master brand.

In 2017, we also developed a public relations strategy to raise the national profile of Permanente Medicine and to increase awareness of the industry-leading work of the Permanente Medical Groups and their executive leaders.

Corporate Development

In 2017, our efforts to bring Group Health into the Kaiser Permanente family came to fruition, and we formally welcomed the Washington Permanente Medical Group as the eighth PMG.

The Corporate Development team also worked with PMGs and Kaiser Foundation Health Plan and Hospitals (KFHP/H) leaders to support the business case and strategic planning expertise needed to bring primary and specialty care to areas that have been largely cared for by external providers; now they will fully experience the true benefits of Permanente Medicine.

We also collaborated with The Southeast Permanente Medical Group on hospital strategy, and convened PMG



physician leaders to advance thought leadership and capabilities on external provider management.

Finance

We worked with PMG leadership to achieve more accurate and efficient reporting of members' health conditions and the care they receive. Also in 2017, we began the re-affirmation process with KFHP/H and the unions to take stock of the Labor and Management Partnership during its 20th anniversary year, and began work on 2018 bargaining priorities.

Government Relations and Public Policy

For the first time, with the support of the External Affairs team, our Executive Medical Directors made unified public statements that reinforced the values of Permanente Medicine on the issues of health care reform, diversity and inclusion, and physician wellness and resilience. We also laid the foundation for an organized grassroots program to help the PMGs activate local advocacy on issues fundamental to Permanente Medicine.

People and Leadership Strategy

In 2017, we planned and executed a successful Permanente Executive Leadership Summit (PELS) in



SECURE EMAILS
SENT:

26.1 M



LABS REVIEWED
ONLINE:

48.7 M



PRESCRIPTIONS
REFILLED ONLINE:

25.5 M



BABIES
DELIVERED:

116,310



ACHIEVEMENTS AT THE PERMANENTE FEDERATION

Washington, DC, celebrating Permanente Medicine and sharing best practices across the organization. Attended by more than 400 PMG physician leaders, health plan partners, and industry luminaries, PELS provided a new national platform for the Executive Medical Directors and opened the doors to media and thought leaders.

Our Permanente People and Leadership Strategy Council continued to focus on the following strategies based on our People Framework:

- Building Our People Brand - Produced a video series showcasing “The Best of Permanente”
- Developing Our Leaders - Presented the Medicine and Management program attended by Permanente physician leaders across the nation
- Promoting Health and Wellness - Created the Permanente SELF CARE model and explicitly integrated health and wellness into our culture and practice
- Expanding Our Workforce Capabilities - Demonstrated innovation through piloting “Permanente Exchange” to fill critical openings with retired PMG physicians as locums in other PMGs
- Celebrating Our History - Made plans to be an initial sponsor and donor of the Smithsonian’s National Museum of American History’s “In Sickness and in Health” exhibit, slated to open in 2019

- Cultivating Cultures of Health - Continued to foster equity, inclusion, and diversity in the communities we serve

Permanente Advantage, LLC

Permanente Advantage, a fully owned subsidiary of the Federation, continued to provide outstanding care and service to nearly 30,000 Kaiser Permanente Insurance Company members in the California, Hawaii, Colorado and Mid-Atlantic regions. In 2017, Kaiser Permanente Georgia senior management elected to have Permanente Advantage assume care management for that region beginning in 2019.

Products, Sales, and Marketing

Our physician market leaders had more than 150 engagements with key national accounts and strengthened regional and national collaboration with large clients, such as Hilton and Amazon. We also provided evaluation and assessment and developed recommendations for the EMDs regarding Kaiser Permanente’s Sole Carrier product, a side-by-side PPO product.

Strategy

We advanced PMG participation and perspectives in the organization’s strategic plan, provided meaningful framing for the Shared Agenda and its campaign, and actively sought to align and prioritize strategic initiatives with KFHP/H.

In addition, we launched work in 2018 known as the “Future of Permanente Medicine and KP Health Care

Delivery.” This body of work will apply the principles of Permanente Medicine to develop an organizational vision and actionable steps for how we engage in several domains: predictive analytics and artificial intelligence, precision medicine and genomics, and telehealth. We will initially focus on assessing the current landscape and use this knowledge to inform leadership decisions, guide investments, and create readiness for our patients, physicians, and infrastructure.

Ventures

In 2017, the Kaiser Permanente Ventures (KPV) program had multiple positive exits within its portfolio, including an initial public offering for iRhythm Technologies and the acquisition of Torax Medical. In total, the program had a record year in terms of financial performance, returning over \$70 million to Kaiser Permanente and our investor partners. Even more importantly, it provided substantive strategic benefit to our patients and the care they receive through collaboration with KP Ventures’ portfolio of over 35 innovative companies.



KPV also made investments in two new companies: Protenus (a security and privacy company focused on protecting patient records) and Collective Medical Technologies (a health care data sharing platform connecting disparate hospitals and payers).

KP Ventures also launched several strategic engagement initiatives, including the KPV Speakers Series, an internal Innovation Needs Assessment seeking feedback on where we’re looking for innovative solutions, and a quarterly newsletter.



2017 QUALITY HIGHLIGHTS

25

NO. 1 RANKINGS
IN NCQA
QUALITY MEASURES

5

MEDICARE
PLANS
WITH 5 STARS

37

MEDICAL CENTERS RECEIVING THE
AMERICAN HEART ASSOCIATION/
AMERICAN STROKE ASSOCIATION
“GET WITH THE GUIDELINES”
AWARD FOR STROKE CARE

22

MEDICAL CENTERS NAMED “BEST
HOSPITALS” ON *U.S. NEWS & WORLD
REPORT’S* LIST FOR COMPLEX
SPECIALTIES, PROCEDURES AND
COMMON CONDITIONS

HIGHLIGHTS FROM THE PERMANENTE MEDICAL GROUPS

Colorado Permanente Medical Group, P.C.

- In 2017, the Colorado Permanente Medical Group (CPMG) focused on improving service to our patients and members. We are blazing new ground that maintains the promise of our integrated model, secures the tenets of Permanente Medicine, and meets the needs of employers and members for affordable, accessible, quality care.
- Kaiser Permanente Colorado (KPCO) and CPMG introduced the Chat with a Doc program in October 2016, allowing members to get advice and direction in managing their health concerns from a CPMG physician via a text-based asynchronous conversation. Chat volume has grown to an average of 158 chats per day, and the service has delivered high member satisfaction. Overall access to care has improved, with 72 percent of members resolving their needs via chat and avoiding the need for in-person care.
- Our Patient-Centered Charting and Communications work continues to enhance clinicians' ability to accurately, efficiently, and completely reflect the health condition of their patients through collaborative clinical documentation.
- CPMG and KPCO embraced Lean management practices to continuously improve processes and innovate systems within care delivery. Primary care physicians participated in service immersion training to improve the patient experience. In 2017, our physicians' patient satisfaction scores reached all-time highs.
- We began updating all physician biographies and photos on kp.org, offering members an opportunity to familiarize themselves with our highly skilled physicians.
- Thirty-eight CPMG physicians were recognized in 5280 magazine's annual "Top Doctors" list of Denver/Boulder area physicians, as voted by peers in the community.
- We invested in our people, recognizing the benefits of professional development in empowering leaders to guide their teams and the importance of "joy in work" to our physicians' wellness.

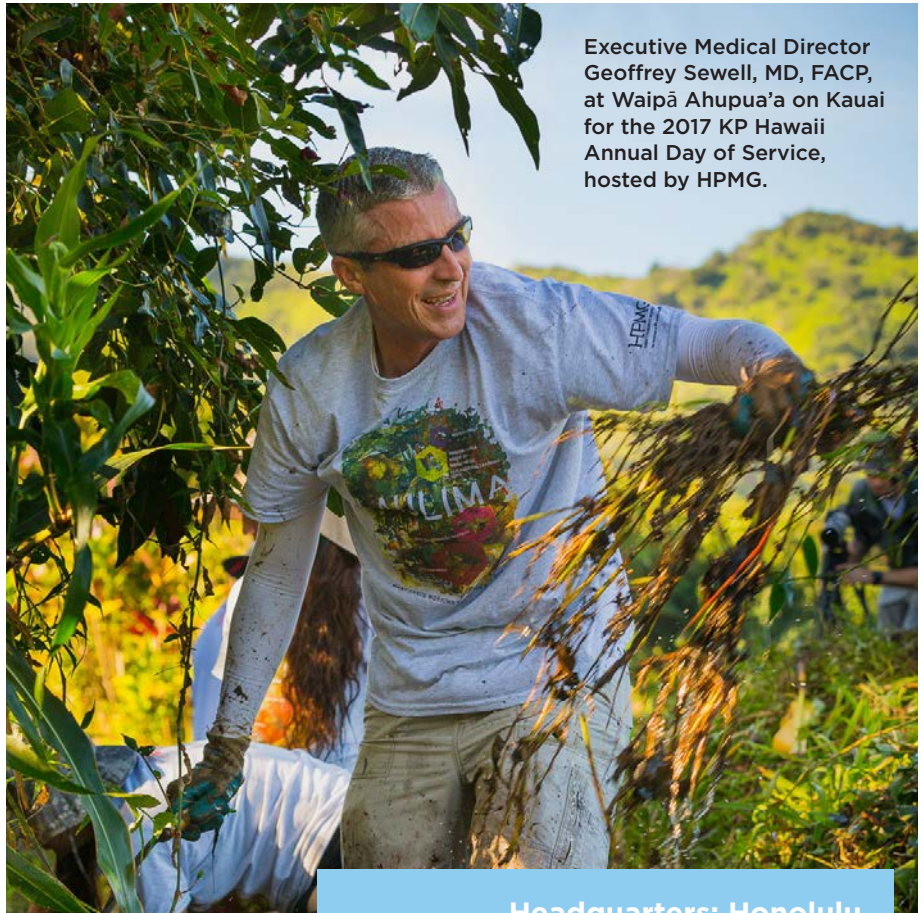


Executive Medical Director
Margaret Ferguson, MD

Headquarters: Denver
President and executive medical director:
Margaret Ferguson, MD, MBA
No. of physicians: 1,199
No. of non-physician staff: 176
Members served: 660,000

Hawaii Permanente Medical Group, Inc.

- In recognition of the critical role advanced practice providers (APPs) play in caring for members and patients, Hawaii Permanente Medical Group (HPMG) shareholders approved a new shareholder class for APPs. This is the first time a Permanente Medical Group has offered such a wide-ranging benefit to APPs, including podiatrists, optometrists, midwives, and physician assistants.
- HPMG became part of a historic Hawaii health care initiative on July 1, 2017, when three community hospitals on the islands of Maui and Lanai were transferred to Maui Health System, a Kaiser Permanente affiliate. A significant proportion of care at these hospitals is provided by physicians from HPMG and Pacific Permanente Group (PPG) - a new subsidiary of HPMG.
- Demonstrating HPMG's commitment to compassion, innovation, and excellence, our SureNet program provides an unprecedented level of care through enhanced processes and procedures for important cancer screenings, follow-up testing, and medication safety. The 28-Day Special Attention SureNet program enabled 181 required interventions from 2,888 abnormal results, with three positive diagnoses for cancer. In addition, Kaiser Permanente Hawaii reviewed 1,600 patients for anti-coagulant assessments through the AFib/Flutter SureNet.
- In 2017, HPMG's evidence-based SELF CARE model (Sleep, Exercise, Love and Laughter, Food, Compassion, Awe, Resilience, and Engagement) came to life. More than 400 HPMG physicians and providers attended the 2017 Professional Development Day dedicated to health and wellness, during which over 40 breakout activities were offered - including surfing, plant-forward cooking classes, meditation, and a fishing tournament.
- HPMG was honored to lead and coordinate the 2017 Permanente Executive Leadership Summit in Washington, DC, which gathered physician leaders from across the PMGs to share best practices in quality and leadership development.



Executive Medical Director
Geoffrey Sewell, MD, FACP,
at Waipā Ahupua'a on Kauai
for the 2017 KP Hawaii
Annual Day of Service,
hosted by HPMG.

Headquarters: Honolulu
**President and executive
medical director:
Geoffrey Sewell, MD, FACP**
No. of physicians: 470
No. of non-physician staff: 198
Members served: 251,000

HIGHLIGHTS FROM THE PERMANENTE MEDICAL GROUPS

Mid-Atlantic Permanente Medical Group, P.C.

- Mid-Atlantic Permanente Medical Group (MAPMG) physicians have once again been recognized as among the best in the country, according to the newly released 2017 National Committee for Quality Assurance's Quality Compass® data. Kaiser Permanente of the Mid-Atlantic States ranked No. 1 in the nation for breast cancer screening, controlling high blood pressure, colorectal cancer screening, and several other quality measures. Overall, the Mid-Atlantic States Region has more national No. 1 ratings than any other health plan in the United States for measures of "Effectiveness of Care," based on 2017 NCQA Quality Compass data for private/commercial plans.
- The Mid-Atlantic States became the first Kaiser Permanente region to perform the 3D mammogram exam in late 2016. A pilot program of 1,000 patients demonstrated higher cancer detection rates than the mammography gold standard. When clinically appropriate, we now offer patients 3D mammography screenings at two medical centers, with plans to expand to all Breast Imaging Biopsy Centers by 2019. The benefits of 3D mammography include increased detection of invasive breast cancer – particularly in women with dense breasts – and a reduction in the number of false-positive screening mammograms.
- MAPMG physicians began practicing in July 2017 at an expansive, new pediatrics center just steps from the U.S. Capitol. The Interdisciplinary Pediatrics Center at Kaiser Permanente Capitol Hill is a 23,387-square-foot center that co-locates Pediatrics and six specialty pediatric care programs (Cardiology, Oncology, Gastroenterology, Neurology, Endocrinology, and Urology) on the medical center's eighth floor to optimize quality and coordination of care across the pediatric continuum.



President and CEO
Richard S. Isaacs, MD

Headquarters: Rockville, Maryland

**President and CEO:
Richard S. Isaacs, MD, FACS**

No. of physicians: 1,454

No. of non-physician staff: 263

Members served: 706,000

Northwest Permanente, P.C.

- In 2017, 21 percent of our patient visits were conducted via telehealth. We also introduced group video visits, a secure physician app for integrated video visits called “IVVtoGO,” and multidisciplinary care conferences with patients, family members, and physicians.
- We received 3 out of 3 stars from the Society of Thoracic Surgeons for our aortic valve replacement (AVR) and coronary artery bypass grafting (CABG) programs – the only 3-star program in Oregon.
- We topped the Portland Monthly “Top Doctors” list with the most doctors named in the state of Oregon.
- Our left ventricular assist device (LVAD) program had a survival rate of 100 percent after one year – 20 points higher than the national average.
- 91 percent of our physicians participated in our 2017 Engagement Survey – the highest rate ever seen by the Advisory Board, the group that administers the survey; nearly 80 percent of physicians reported that they are engaged and/or content.
- We hired 154 physicians in 2017 and 170 in 2016 – a record number over the two-year period.
- We proactively launched a Winter Action Plan to prepare for open enrollment and flu seasons. This plan engaged our most vulnerable patients (such as those with chronic obstructive pulmonary disease or congestive heart failure) with rescue plans and increased the use of virtual visits to create capacity for patients who truly need to see their clinicians in person.
- We made significant progress in reducing opioid use for chronic non-malignant pain. We’ve seen a 59 percent decrease in the average daily MED (morphine milligrams equivalent dose) since 2009. In addition, the Emergency Departments at both our Sunnyside and Westside Medical Centers are the lowest prescribers of opioids in the state of Oregon.



Oregon Governor Kate Brown, left, with President and CEO Imelda Dacones, MD

Headquarters: Portland

**President and CEO:
Imelda Dacones, MD**

No. of physicians: 1,190

No. of non-physician staff: 449

Members served: 580,000

HIGHLIGHTS FROM THE PERMANENTE MEDICAL GROUPS

Southern California Permanente Medical Group, Inc.

- **Clinical Quality Accolades:** For the 11th consecutive year, Southern California Permanente Medical Group (SCPMG) has been recognized by the nonprofit Integrated Healthcare Association as a top-performing physician organization in California for clinical quality, patient experience, and meaningful use of technology. For 10 years in a row, SCPMG has also earned top-tier “elite” status in the California Association of Physician Groups’ Standards of Excellence Survey.
- **Health Care Transformation:** SCPMG is committed to transforming the entire care experience for patients, extending physician influence into the lives of patients beyond their office visits. Our clinicians work in care teams that bring the best possible expertise for every patient, and our medical offices have become more personalized, warm, and technology-enabled.
- **Opioid Prescription Management Program:** Over the past six years, SCPMG reduced the number of prescribed opioids by 43 percent on a per-member basis. Our Safe and Appropriate Opioid Prescribing Program continued to garner national attention — including the President’s Commission on Combating Drug Addiction and the Opioid Crisis — for its comprehensive, system-wide approach.
- **Physician Wellness:** We advanced our work to create a culture of wellness and ensure efficiency of practice to help physicians better care for themselves and their patients. Specific efforts included:
 - Launching a dedicated physician appointment line to reduce wait times.
 - Providing alternate, flexible, and reduced schedules to meet work/life integration needs.
 - Developing a new and improved lactation policy.
 - Expanding our “second victim” program to offer a three-tier support system.
 - Sharing our wellness efforts on the national stage such as at industry consortiums and public events.
- **Target Clinic Expansion:** In 2017 SCPMG reached an agreement to expand the number of Target Clinics with Care Provided by Kaiser Permanente from 4 to 35 across Southern California over the next two years. These Target clinics are now integrated with Kaiser Permanente HealthConnect® and can process claims from non-Kaiser Permanente members, expanding the footprint of high-quality, affordable health care throughout the region.



Executive Medical
Director and Chairman
Edward M. Ellison, MD

Headquarters: Pasadena
**Executive medical director
and chairman:**
Edward M. Ellison, MD
No. of physicians: 7,421
No. of non-physician staff: 38,289
Members served: 4.4 million

The Permanente Medical Group, Inc.

- The Permanente Medical Group (TPMG) is a leader in clinical excellence. For the second straight year, Kaiser Permanente Northern California was the only “10-star” health plan in the country, earning the highest possible 5-star rating from the National Committee for Quality Assurance (NCQA) for both Commercial and Medicare programs in its health insurance plan ratings.

- TPMG’s nation-leading smoking cessation efforts are raising the bar in combatting the most preventable cause of death in the United States. By the end of 2017, more than 100,000 Kaiser Permanente Northern California members had quit smoking, doubling the goal of the “50,000 Quitters” campaign launched in 2014 and reducing the smoking prevalence rate of our 3.2 million adult members to 7.9 percent – a lower rate than any U.S. state.

- We reduced hospital-acquired pneumonia infections in Kaiser Permanente Northern California hospitals by more than 500 patients per year over the past two years by implementing a bundle of interventions, such as reducing the use of sedating medications, improving oral hygiene, and encouraging twice-a-day ambulation.

- We successfully used predictive analytics to determine whether patients were at risk for deterioration during hospitalization. Our Advanced Alert Monitoring System was piloted at two sites and helped reduce mortality by up to 20 percent in patients treated by a rapid-response team. The program is being spread across the region.

- Kaiser Permanente Northern California was among the top five health plans in the nation in 2017 for diabetes care, according to NCQA HEDIS® (Healthcare Effectiveness Data and Information Set). We achieved this through our innovative approach to panel management and population management and to our ongoing commitment to provide our accountable population managers with the tools and technology they need to successfully manage their panels of patients.



CEO and Executive Director
Richard S. Isaacs, MD

Headquarters: Oakland

**CEO and executive director:
Richard S. Isaacs, MD, FACS**

No. of physicians: 8,955

No. of non-physician staff: 39,630

Members served: 4.2 million

HIGHLIGHTS FROM THE PERMANENTE MEDICAL GROUPS

The Southeast Permanente Medical Group, Inc.

- For the eighth consecutive year, Kaiser Permanente Georgia was rated highest in the South Atlantic Region in the J.D. Power 2017 Member Health Plan Study, which measures satisfaction among members of health plans throughout the United States. Kaiser Permanente Georgia received 791 points, 84 points higher than the regional average.

- In 2017, Barby Simmons, DO, a primary care physician with The Southeast Permanente Medical Group (TSPMG), was named to the Georgia Composite Medical Board. The medical board comprises 16 members appointed by Georgia's governor and confirmed by the state Senate. The medical board's mission is to protect the health of Georgians through the proper licensing of physicians and through the objective enforcement of the state Medical Practice Act.

- TSPMG hospitalist Twanna Woodson, MD, was awarded the William C. Waters III Award for Clinical Excellence from Piedmont Hospital. The award recognizes clinicians for their clinical insight, compassion, and humanism. Dr. Woodson is the first TSPMG physician to receive the accolade.

- The Accreditation Committee of the College of American Pathologists awarded accreditation to Kaiser Permanente's Georgia Regional Laboratory, led by TSPMG's Nathan Suh, MD. It is the gold standard in lab accreditation, and the U.S. federal government recognizes the accreditation program as being equal to or more stringent than the government's own inspection program.

- TSPMG continues to champion integrated video visits, which allow members secure and convenient face-time with a doctor without having to leave their home or office. Thousands of visits have been conducted, and they proved invaluable to delivering patient care when medical offices in our Georgia region were closed due to weather-related hazardous road conditions.



Executive Medical Director
Mary L. Wilson, MD

Headquarters: Atlanta

**Executive medical director:
Mary L. Wilson, MD**

No. of physicians: 555

**No. of non-physician
staff/other clinicians: 389**

Members served: 310,000

Washington Permanente Medical Group, P.C.

- For the Washington Permanente Medical Group (WPMG), 2017 was a historic year. After months of planning and preparation, we officially launched Kaiser Permanente Washington in February with great fanfare. Our medical group was especially thrilled to become a full-fledged Permanente Medical Group after 20 years as an associate member.
- We exceeded our enrollment goals, hired a record number of clinicians, and invested in leadership development programs.
- We opened our new Burien Medical Center, five CareClinics inside local drugstores, and a rapid care center to support lower acuity patients.
- We ranked No. 1 for clinical excellence by the Washington Health Alliance – the 11th year in a row. We’re also committed to building a high reliability safety culture, reflected in a five-year downward trend of serious safety events.
- We expanded our cardiology outpatient presence, started an in-house cardiac CT imaging program, and collaborated on a chest pain observation unit. Our structural heart disease program saw remarkable growth with procedural innovations.
- We launched an external website for clinician profiles with high-quality images, videos, and bios.
- We significantly improved hypertension and diabetes HEDIS® scores, continued to be a national leader in diabetic retinal screening, and began offering bilateral cataract surgery in-house.
- We achieved a perfect score in LGBTQ workplace equality from the Human Rights Commission.
- On the national stage, John Dunn, MD, received the Centers for Disease Control and Prevention Childhood Immunization Champion Award, and David Grossman, MD, completed his term as vice chair of the U.S. Preventive Services Task Force.
- Kaiser Permanente Washington was named Official Health Partner for the 2018 Special Olympics USA Games.



President and Executive
Medical Director
Stephen Tarnoff, MD

Headquarters: Seattle
**President and executive
medical director:**
Stephen Tarnoff, MD

No. of physicians: 836

No. of non-physician staff: 397

Members served: 678,000

PERMANENTE MEDICAL GROUPS

**Northwest Permanente, P.C.,
Physicians and Surgeons**

**Washington Permanente
Medical Group, P.C.**

**Mid-Atlantic Permanente
Medical Group, P.C.**

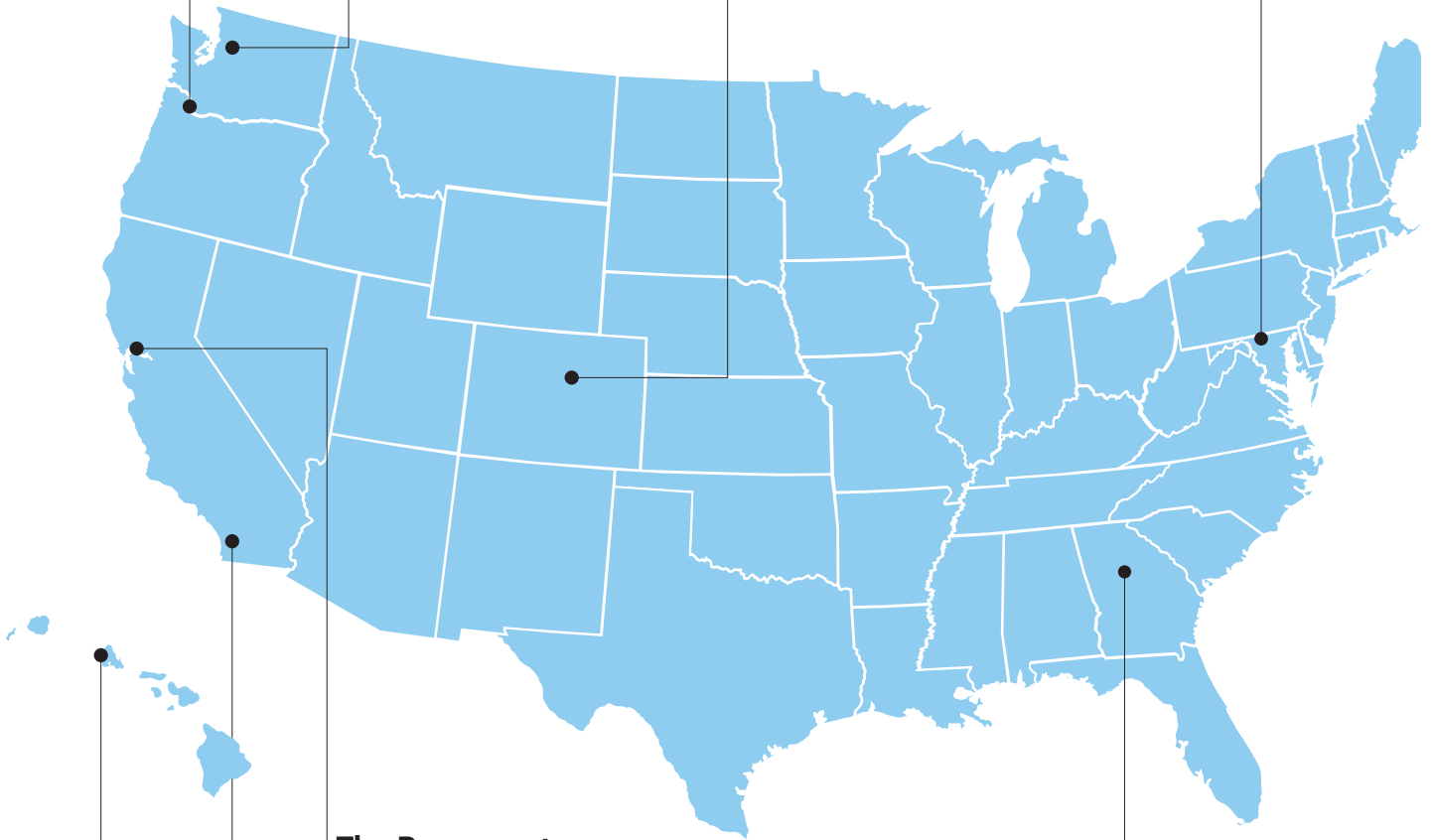
**Colorado Permanente
Medical Group, P.C.**

**The Permanente
Medical Group, Inc.**

**The Southeast Permanente
Medical Group, Inc.**

**Southern California
Permanente Medical Group, Inc.**

**Hawaii Permanente
Medical Group, Inc.**



EXECUTIVE LEADERSHIP

Colorado Permanente Medical Group, P.C.

Margaret Ferguson, MD, MBA
President and Executive Medical Director

Hawaii Permanente Medical Group, Inc.

Geoffrey S. Sewell, MD, FACP¹
President and Executive Medical Director

Mid-Atlantic Permanente Medical Group, P.C.

Richard S. Isaacs, MD, FACS^{1,2}
President and CEO

Northwest Permanente, P.C. Physicians and Surgeons

Imelda Dacones, MD
President and Chief Executive Officer

Southern California Permanente Medical Group, Inc.

Edward M. Ellison, MD¹
Executive Medical Director and
Chairman of the Board

The Permanente Medical Group, Inc.

Richard S. Isaacs, MD, FACS^{1,2}
CEO and Executive Director

The Southeast Permanente Medical Group, Inc.

Mary L. Wilson, MD, MPH
Executive Medical Director

Washington Permanente Medical Group, P.C.

Stephen Tarnoff, MD
President and Executive Medical Director

EXECUTIVE OFFICERS

The Permanente Federation, LLC

Chris Grant
Executive Vice President and Chief Operating Officer

Pauline Fox
Executive Vice President and Chief Legal Officer

¹ Member of the National Permanente Executive Committee, The Permanente Federation, LLC

² Effective June 1, 2017



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