



2021

The Permanente
Federation
Annual report

PERMANENTE MEDICINE®

To the physicians and employees of the Permanente Medical Groups

In 2021, Year 2 of the pandemic forced us all to take stock of what matters most and lean on one another to persevere through long days, increasing patient loads, and logistical hurdles. While overcoming each obstacle, our passion and commitment to deliver on the promise of Permanente Medicine shone through above all. During a period that required flexibility, adaptability, and resolve, our more than 23,000 Permanente physicians and 85,000 clinicians and administrative staff continued to deliver compassionate, high-quality care and service to 12.5 million Kaiser Permanente members.

Across the geographies we serve, physicians, clinicians, nurses, and care teams from our Permanente Medical Groups helped ensure that nearly 26 million COVID-19 vaccines and boosters were distributed equitably in the early stages of the rollout when demand exceeded supply. As the year progressed, our PMGs worked in partnership with Kaiser Foundation Health Plan and Hospitals to stand up mass vaccination sites, circulate up-to-date science-based guidelines, and develop forecast models to better track the pandemic. Kaiser Permanente also developed and shared a COVID-19 Vaccine Equity Toolkit, built on key learnings and best practices, that offered resources and strategies for care delivery organizations, health plans, and state and local organizations to help ensure fair access to vaccines.

2021 fast facts

23,656 Physicians

12.5M Members served

9 Locations (8 states and Washington D.C.)

39 Hospitals

734 Medical offices and other care facilities



28.8M Telehealth appointment visits

47,642,690 Secured emails sent on kp.org

91,154,815 Lab test results viewed online

48,859,454 Prescriptions filled online

119,775 Babies delivered



... all 39 Kaiser Permanente hospitals rated as “high performing” for at least one specialty or common care procedure in U.S. News & World Report’s annual “Best Hospitals” rankings.



We continued to innovate and facilitate exceptional advancements in telehealth and remote care for patients and members, adapting to an evolving landscape and making high-quality care more accessible. A new partnership with Mayo Clinic was announced to enhance acute care-at-home capabilities. Cross-PMG teleradiology partnerships emerged to improve readings and drive faster results. Permanente physicians also refined cervical cancer screening processes to reduce the need for biopsies and advanced the monitoring of medical devices for improved integrated care.

Throughout the year, there was a concerted effort at Kaiser Permanente to raise awareness of COVID-19 vaccines. One such campaign featured Permanente physicians discussing vaccine awareness on an Instagram Live program called “#JustTheVaxx,” which offered firsthand experience with helping patients overcome their

vaccine concerns. In recognition of this work, The Permanente Federation received a Modern Healthcare 2021 Marketing Impact Award, a first for our organization.

All the while we maintained the highest standards of excellence, receiving national recognition as a quality care leader. According to the 2021 National Committee for Quality Assurance ratings, Kaiser Permanente Medicare and commercial plans are among the highest rated in all areas we serve. Additionally, all 39 Kaiser Permanente hospitals rated as “high performing” for at least one specialty or common care procedure in U.S. News & World Report’s annual “Best Hospitals” rankings. Newsweek named 20 Kaiser Permanente hospitals to its “Best Maternity Hospitals” list and 9 Kaiser Permanente hospitals appeared on Healthgrades’ “America’s Best 100 hospitals” list, representing the top 2% of hospitals in the nation for delivering high-quality care.

More than any year prior, 2021 also shed a vital spotlight on the importance of addressing mental health, wellness, and burnout. Through the rigors of COVID, the medical groups developed new avenues for virtual peer support to highly impacted areas of care. Permanente physician leaders spoke out publicly about the necessity of promoting wellness for medical and administrative workers as we navigated the pandemic’s second year. These efforts ensure that the people of Kaiser Permanente can continue to operate at a high level and feel supported holistically.

Throughout the year, we saw medicine and health care evolve at an exceptional rate. In response, Permanente physicians, clinical care teams, and the employees of Kaiser Foundation Health Plan and Hospitals acted swiftly and with tremendous synergy to address challenges. We are all guided

by a common mission to deliver world-class care that embraces the latest research and innovations for our patients and members. Emerging from 2021 as a leading light in American health care reminds us that we can truly accomplish anything together.

Ramin Davidoff, MD

Co-CEO, The Permanente Federation LLC
Executive Medical Director and Chair of the Board, Southern California Permanente Medical Group
CEO and Chair of the Board, The Southeast Permanente Medical Group, Inc.
CEO and Chair of the Board, Hawaii 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.

Leong Koh, MD

President and CEO, Northwest Permanente, P.C.

Jeffrey Krawcek, MD, MBOE, SPHR

President and Executive Medical Director, Colorado Permanente Medical Group, P.C.

Paul Minardi, MD

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

Nkem Chukwumerije, MD, MPH, FACP

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

Highlights of The Permanente Federation

Care Delivery IT

In 2021, Care Delivery IT led the establishment of Get Care Now virtual urgent care, providing 24/7 phone and video on-demand clinician visits in all areas Kaiser Permanente serves. Overall, Kaiser Permanente's video visits for the year were the highest of any health care system in the United States.

Care Delivery IT also partnered with KP Digital on the effort to add digital capabilities to help reinforce the personalized experience patients want with their physician and care team, ensuring the voice of care delivery continues to be well-represented. Additionally, The Permanente Federation team supported a total of 49 projects funded by the Care Delivery Portfolio Approval Council.

Care Management Institute

Throughout the year, Care Management Institute (CMI) teams contributed to key Kaiser Permanente programs for COVID-19 response, palliative care, social health, and mental health and wellness.

CMI assessed emerging evidence to support critical clinical recommendations in several key areas. This included COVID-19 guidance, Kaiser Permanente's national guideline program, and strategic areas of quality such as mental health, home-based care, renal care, perinatal care, and obesity treatment.

The Kaiser Permanente Clinical Library was visited more than 17,000 times daily, deploying resources and tools such as virtual visit waiting rooms, COVID-19 member-facing vaccination resources, and Kaiser Permanente HealthConnect-integrated oncology pathways. Oncology treatment compliance among patients increased to over 60% across all areas of service and re-using Clinical Library infrastructure saved Kaiser Permanente more than \$1 million over the full year.

Clinical Quality

Supporting Kaiser Permanente's continued COVID response, Clinical Quality provided guidance on evidence reviews and clinical guidance creation, interregional infectious disease chief meetings, reporting strategies, vaccine rollout, and post-acute care. Additionally, Clinical Quality continued to co-lead



70

No. 1 rankings in NCQA Quality Compass commercial plan measures

39

Hospitals rated "highest performing" in U.S. News and World Report's annual survey

8

Medicare Health Plans with 5 stars (highest rating) from The Centers for Medicare & Medicaid Services Report's annual survey

39

Medical centers received the American Heart Association/American Stroke Association's "Get With the Guidelines" award for stroke care

11

Consecutive years earning the PQA's Excellence in Quality Award for high achievement in medication safety and appropriate use



Kaiser Permanente's National Situation Management Team, which developed coordinated responses to 11 widespread clinical issues in 2021.

The team provided leadership for multiple cancer care workstreams, including development of diagnostic and treatment pathways, organization of internal and external symposiums, and collaboration on a 5-year strategic plan and budget that included a technology roadmap. The Women's and Children's Health (WCH) team led initiatives such as the Maternal Mortality Review Committee, Perinatal Patient Safety Education Program, Perinatal Remote Patient Monitoring Program, and identified and addressed disparities in WCH through analysis and educational programs.

Clinical Quality also developed solutions for improvement initiatives that included emerging therapeutics, palliative care, and Kaiser Permanente's document management system. In clinical education, the department supported physician education

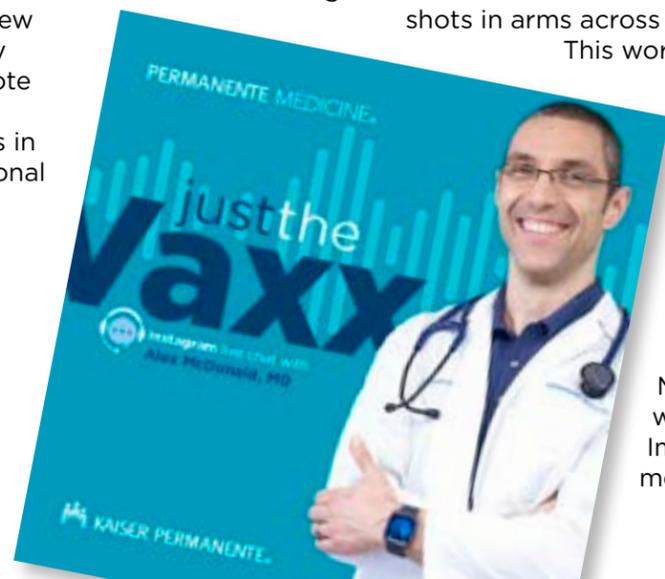
and maintained certification efforts in cancer, precision medicine, and HIV/LGBTQ+ education. Additionally, the Garfield Memorial Fund approved \$8.9 million portfolio of grants addressing delivery system opportunities.

External Affairs, Communications, and Brand

Amplifying the physician voice when it was most needed, the External Affairs, Communications, and Brand (EACB) team championed efforts around raising COVID-19 vaccine awareness and getting shots in arms across the country.

This work included

#JustTheVaxx, a talk show featuring physician conversations on Instagram that was part of a broader social media campaign recognized by Modern Healthcare with a 2021 Marketing Impact Award bronze medal.



Permanente physicians also led critical discussions around COVID-19 response on national panels at events such as South by Southwest, HIMSS and World Health Care Congress. Additionally, EACB secured more than 48 pieces of media coverage for doctors at Kaiser Permanente, including placements in CNN International, MSNBC, Reuters, and The New York Times.

The department enhanced the Permanente Medicine brand with an updated color palette, new templates and trainings, improvements to the Brand Center, email newsletter and blogs, and revised messaging for employers and recruiting. EACB also helped launch 5 PMG recruiting sites and began a project to enhance the Permanente web eco-system with stronger search engine optimization, PMG corporate websites, and a stronger emphasis on reaching prospective physician recruits.

Finance

In 2021, the Finance team facilitated collaboration with Kaiser Foundation Health Plan and Hospitals and Permanente Medical Groups' chief financial officers on responses to the ongoing pandemic. The team focused on the operational, financial, and tax impact of rolling out Get Care Now to provide virtual care for members in all areas Kaiser Permanente serves. Additionally, the team worked on capital planning to support market growth and virtual care integration. Finance also continues to support the Permanente Medicine brand with reimbursements for critical technology, marketing, and quality initiatives, as well as the growth of the Kaiser Permanente Bernard J. Tyson School of Medicine.

Building on 2020 work, cross-functional committees with leaders were established to assess and provide guidance on matters impacting risk adjustment across the enterprise. The Finance team continued work to ensure Permanente physicians' high-quality, culturally responsive, patient-centered care is well-documented, accurately reported, and reimbursed where appropriate. For example, numerous quality control projects were completed to ensure Kaiser Permanente has clinically appropriate terminology for coding diagnoses. The team also assessed a framework for evaluating clinical documentation processes with its revenue management and data submission partners.

Government Relations and Public Policy

As the public health emergency and related waiver flexibilities continued throughout the year, Government Relations and Public Policy focused on creating health care stability through regulatory and legislative advocacy. This was to ensure Permanente

physicians and care teams could continue to deliver uninterrupted, coordinated, high-quality care during the COVID-19 pandemic. Issue areas included telehealth, health equity, and protecting Medicare Advantage.

Government Relations and Public Policy co-founded the Advanced Care at Home Coalition, which advocates for patients treated in the United States who can safely receive hospital-equivalent services at home. The coalition aims to create a pathway to coverage for at-home acute services, including an extension of waiver flexibilities beyond the public health emergency and the creation of a Center for Medicare and Medicaid Innovation Center (CMMI) model to support the introduction of effective Medicare and Medicaid practices nationwide. The team also led the coalition's work to develop a quality framework that CMMI can use to test an advanced care at home delivery model.

People and Leadership Strategy, Human Resources, and Labor

In support of the Federation and PMGs, People and Leadership Strategy and Human Resources drove the extension of COVID-19 benefits to employees, implemented vaccination policy and tracking, and incorporated models for inclusive talent development training. The team also created and implemented a succession planning process for Federation leadership, increased performance management adoption and engagement, and shifted focus from individual to organizational goals to better align efforts with those of the medical groups.

People and Leadership Strategy and Human Resources continued work to improve equity, inclusion, and diversity (EID) efforts through the

introduction of new virtual trainings. The team also coordinated and supported breakout sessions for the Women in Medicine Conference and designed EID facilitation training for PMGs that included hosting 2 people leadership cohorts with a total of 50 participants representing all PMG markets.

Labor efforts led to The Permanente Federation and Kaiser Foundation Health Plan and Hospitals leadership reaching a 4-year agreement with the Alliance of Health Care Unions, which represents about 50,000 Kaiser Permanente employees.

Permanente Advantage, LLC

The Permanente Advantage team achieved accreditation from the Utilization Review Accreditation Commission with 100% passing scores in utilization and care management, highlighting the ability to help patients get the care they need without excessive testing or unnecessary costs.

Permanente Advantage worked diligently to improve phone service for in-bound calls from providers and patients. Over the course of the year, the team helped reduce the rate of abandoned calls where members drop off the line before reaching a representative from 8% to 6.9% and calls that go to voicemail decreased from 35% to 32%.

Planning and New Clinical Technologies

To fund and build essential IT capabilities and support care delivery integration, Planning and New Clinical Technologies facilitated a precision medicine and genomics program and convened physicians with information technology (IT) expertise. The team provided clinical guidance, education, and patient resources for pharmacogenomics, hereditary breast and ovarian cancer, Lynch syndrome, and familial hypercholesterolemia. To inform operational and investment needs, Planning and New Clinical Technologies began an evaluation of challenges around equitable access to screening for patients who, based upon genetic findings, are at high risk of breast cancer.

The department brought together teams of physicians, health care professionals, and analytic support to begin identifying operational, coverage, and access barriers to providing continuous positive airway pressure for patients with obstructive sleep apnea. A clinical and business case was also developed to provide Bluetooth-enabled blood pressure cuffs to pregnant members or members who have high blood pressure.

Products, Sales, and Marketing

Highlighted by physician representation from all areas Kaiser Permanente serves, the Product, Sales,



<p>2.1M+ Colorectal cancer screenings</p>	<p>1.6M+ Cervical cancer screenings</p>	<p>1M+ Mammograms completed</p>
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and Marketing team planned and hosted a successful physician ambassador and customer engagement leaders training on the practice of Permanente Medicine.

Working with the Federations Quality and External Affairs, Communications, and Brand teams, the team secured a Major Accounts Summit plenary session with 2 Permanente physician leaders presenting on cancer care and medical excellence, a first for the Permanente Medicine brand. A separate breakout session was led by several Permanente physicians on Kaiser Permanente's maternity care program.

Strategy and Corporate Development

In collaboration with Kaiser Foundation Health Plan and Hospitals, the Strategy and Corporate Development team advanced implementation of Kaiser Permanente's strategic plan through support of programs focused on remote care, customer experience, research strategy, business processes, Medicaid, and urgent services like Get Care Now that have become increasingly essential during the pandemic. The team also advanced work on the Kaiser Permanente Care at Home remote care

program throughout Kaiser Permanente's areas of service and continued to support the Medicare space.

Additionally, the department assessed growth opportunities including military health and a 5-year reflection on the Group Health Cooperative transaction.

Ventures

As the year progressed, companies within the Ventures portfolio achieved significant growth. This included increased access to mental and behavioral health care via virtual engagement; more effective collaboration across care settings; and enhanced remote care solutions to support physicians and care teams with patient management.

The Ventures program also invested in 2 new companies, one addressing opportunities in virtual care and the other focused on specialty mental health conditions. Additionally, the program saw 3 new exits as portfolio companies were acquired. Two of these acquisitions represented significant value-creating milestones and provided strong returns for the fund.

Colorado Permanente Medical Group

Hawaii Permanente Medical Group

Mid-Atlantic Permanente Medical Group

Northwest Permanente

Southern California Permanente Medical Group

The Permanente Medical Group

The Southeast Permanente Medical Group

Washington Permanente Medical Group

Permanente Medical Groups

Spotlight





Headquarters:
Denver, Colorado

President and
Executive Medical Director:
Jeffrey Krawcek, MD, MBOE

Physicians:
1,195

Staff:
134

Members served:
569,292

Total COVID-19 vaccinations
administered:
461,094

Total COVID-19 boosters
administered:
101,620

COLORADO PERMANENTE MEDICAL GROUP

Navigating the ups and downs of the pandemic, Colorado Permanente Medical Group (CPMG) focused on strategies that addressed membership experience, access, growth, and people. CPMG launched booking and access improvements, making it easier and faster for members to have an exceptional experience when scheduling an appointment.

Considering the changing health care landscape and results from external market research, Kaiser Permanente Colorado developed new products outside its traditional HMO to offer more choice and breadth to potential customers. The physician ambassador program was expanded to support sales teams in explaining and demonstrating the benefits of choosing Permanente Medicine to potential members.

Understanding that CPMG's people are critical and foundational to all operations, the group built a more inclusive workplace that supports consistent development and use of standard practices and tools to make processes more reliable and sustainable.

Patient virtual visits:
20%



Headquarters:
Honolulu, Hawaii

Chair of the Board and CEO:
Ramin Davidoff, MD

Physicians:
452

Staff:
199

Members served:
262,280

Total COVID-19 vaccinations
administered:
215,239

Total COVID-19 boosters
administered:
54,155

HAWAII PERMANENTE MEDICAL GROUP

Hawaii recorded the second-lowest rate of COVID-19 deaths (fatalities per 100,000 people) nationally in 2021 – a statistic partly attributed to exceptional health care provided by Hawaii Permanente Medical Group (HPMG), the state's largest multispecialty medical group. The medical group's operational leaders advanced rapid COVID-19 testing, the establishment of monoclonal antibody treatment centers in high-risk communities, frequent clinical educational events for doctors and staff, and mass vaccination clinics across the islands.

Continuing to build on equity, inclusion, and diversity efforts, HPMG physicians furthered the health equity strategy at the new Kaiser Permanente West Oahu Medical Office in Kapolei, which opened on April 5, 2021. Located in a part of Oahu that houses the largest population of Native Hawaiians anywhere, the clinic incorporates numerous pilot programs and initiatives to eliminate health disparities. This includes projects that celebrate Native Hawaiian culture, such as Kaiser Permanente's first kalo (taro) garden.

For a 17th consecutive year, Kaiser Permanente in Hawaii sat atop the state's Medicare and Medicaid plan ratings, according to the National Committee for Quality Assurance.

Patient virtual visits:
41.1%



mid-atlantic

MID-ATLANTIC PERMANENTE MEDICAL GROUP

Headquarters:
Rockville, Maryland

President CEO:
Richard S. Isaacs, MD, FACS

Physicians:
1,602

Staff:
320

Members served:
798,668

Total COVID-19 vaccinations administered:
472,016

Total COVID-19 boosters administered:
139,677

Patient virtual visits:
26.8%

Mid-Atlantic Permanente Medical Group (MAPMG) physicians and staff played a pivotal role in getting patients and the community at large vaccinated for COVID-19. The medical group partnered with the state of Maryland to support the state's first drive-through mass vaccination site. MAPMG physicians also conducted dozens of media interviews and webinars to build confidence in vaccines.

Two new medical centers and a new radiation oncology center opened as work progressed to internalize this care.

Interventional cardiologists performed the first transcatheter aortic valve replacement (TAVR) using Shockwave in the same setting and completed their 500th TAVR procedure – an increasingly popular alternative to open-heart surgery.

For the 10th year in a row, Mid-Atlantic Medicare plans earned the highest possible 5-star ratings from the Centers for Medicare & Medicaid Services. They also received a 5 out of 5 rating from the National Committee for Quality Assurance for both Medicare and Commercial lines of business and for its Medicaid plan.



northwest

NORTHWEST PERMANENTE

Headquarters:
Portland, Oregon

President and CEO:
Leong Koh, MD

Physicians:
1,316

Staff:
350

Members served:
628,000

Total COVID-19 vaccinations administered:
207,474

Total COVID-19 boosters administered:
141,394

Patient virtual visits:
33.8%

Northwest Permanente (NWP) was among 4 health systems in the Portland Metro Area to come together in a first-of-its-kind effort to vaccinate the community against COVID-19. During that time, 316 NWP physicians, clinicians, and administrative staff, as well as retired physicians, volunteered over 8,000 hours of their time to help administer more than half a million vaccines.

In 2021, NWP started its third B Corp certification process which distinguishes for-profit companies that have value-based missions similar to those of non-profit organizations. The medical group once again was named Best for the World in the Workers category, which recognizes exemplary employee-friendly practices. Out of more than 4,500 B Corps worldwide in 2021, NWP's score in that category was in the top 5%.

NWP also continued to lead one of the highest-rated cardiac programs in the nation. Since 2009, Kaiser Permanente's Sunnyside Medical Center in Clackamas, Oregon, has received the highest-possible ratings in multiple areas for cardiac surgery from the Society of Thoracic Surgeons and has earned the America's 50 Best Cardiac Surgery™ accolade from Healthgrades since 2019.



Headquarters:
Pasadena, California

Executive Medical Director
and Chair of the Board:
Ramin Davidoff, MD

Physicians:
7,880

Staff:
38,289

Members served:
4.8 million

Total COVID-19 vaccinations
administered:
3,265,572

Total COVID-19 boosters
administered:
828,023

Patient virtual visits:
33.9%

**SOUTHERN CALIFORNIA
PERMANENTE MEDICAL GROUP**

In 2021, Southern California Permanente Medical Group (SCPMG) continued to successfully navigate the COVID-19 pandemic and its new variants. The medical group responded by administering over 4 million vaccine doses to patients, including at a mass vaccination hub stood up by Kaiser Permanente at Cal Poly Pomona. To keep patients, physicians, and employees safe, SCPMG expanded virtual care and on-demand services resulting in almost 7 million submitted e-visits.

The medical group also contributed significant research expertise, including participation in COVID-19 vaccine trials. Overall, 88 SCPMG physicians worked as principal investigators on 448 trials, garnering coverage in national and international news media.

Caring for SCPMG's people was a focus in 2021, with the launch of a program to support physician and employee wellbeing through the medical group, and a reinforced commitment to workforce equity. SCPMG's commitment to physician well-being was recognized by the American Medical Association's Joy in Medicine program.

Headquarters:
Oakland, California

CEO and Executive Director:
Richard S. Isaacs, MD, FACS

Physicians:
9,530

Staff:
42,790

Members served:
4,554,811

Total COVID-19 vaccinations
administered:
3,186,900

Total COVID-19 boosters
administered:
844,501

Patient virtual visits:
46.8%

THE PERMANENTE MEDICAL GROUP

The Permanente Medical Group (TPMG) delivered a comprehensive response to COVID-19 while also meeting the ongoing health needs of our patients in 2021.

For example, we cared for 475,000 patients through the COVID Home Care program. The medical group also pioneered several telehealth initiatives, including the online tool Get Care Now that helps patients and members more easily access care from their desktop, laptop, or mobile device. The tool had over 500,000 users in its first 2 months and helped us complete 6.2 million e-visits, compared to 1.8 million in 2020. TPMG achieved its best-ever regional door-to-needle median time of 30 minutes for stroke intervention with the Stroke EXPRESS program, while also decreasing the symptomatic hemorrhage rate from 1.7% to 1.2%. Additionally, TPMG attained its highest ever regional septic shock care bundle compliance rate of 79%, which is associated with decreased mortality, length of stay, and readmissions.

TPMG published more than 900 studies, including 130 COVID-19 studies, in peer-reviewed journals. The medical group also earned top marks of 5 stars from the Centers for Medicare & Medicaid Services (for Kaiser Permanente in California) and 5 stars from Covered California.



georgia

Headquarters:
Atlanta, Georgia

President and
Executive Medical Director:
Nkem Chukwumerije, MD

Physicians:
653

Staff:
205

Members served:
320,000

Total COVID-19 vaccinations
administered:
111,861

Total COVID-19 boosters
administered:
24,267

Patient virtual visits:
35%

THE SOUTHEAST PERMANENTE MEDICAL GROUP

In 2021, clinicians and staff of The Southeast Permanente Medical Group (TSPMG) worked to address the COVID-19 pandemic through vaccination clinics, member outreach, and community events. As variants surged, TSPMG helped educate the public through numerous forums, events, and media appearances. Expanded telehealth, video, and chat programs were welcomed by members who appreciated easy access to their health care team in a safe environment.

Work to address systemic racism and foster an equitable and inclusive environment continued through educational programs, a focus on community health care disparities, and employee resource groups. TSPMG held Narrative Medicine workshops to support clinicians as they learned to better connect with their patients and each other.

The Georgia service area also began using QR codes to capture member feedback while they are in medical offices, and the information is being used to improve the care experience.



washington

Headquarters:
Renton, Washington

President and
Executive Medical Director:
Paul Minardi, MD

Physicians:
1,028

Staff:
372

Members served:
680,148

Total COVID-19 vaccinations
administered:
424,598

Total COVID-19 boosters
administered:
122,543

Patient virtual visits:
28.4%

WASHINGTON PERMANENTE MEDICAL GROUP

Striving to reach an end to the pandemic, Washington Permanente Medical Group (WPMG) administered more than 500,000 vaccinations and cared for more than 16,000 COVID-19-positive individuals while addressing both the delayed and day-to-day care of patients.

Surgical services increased internal capacity by activating 2 additional operating rooms and expanding all 3 surgery centers to 12-hour days. Additionally, WPMG continued its journey toward improved equity and inclusion by launching a Healthcare Career Pathway Program to introduce and invite more marginalized and minority populations to consider medicine as meaningful work.

WPMG also increased language concordance for many patient populations with 2 dozen clinicians becoming qualified bilingual staff.

Permanente Medicine



Service areas of the Permanente Medical Groups, based on ZIP codes.

Executive leadership

COLORADO PERMANENTE MEDICAL GROUP, P.C.

Jeffrey Krawcek, MD, MBOE
President and Executive Medical Director

HAWAII PERMANENTE MEDICAL GROUP, INC.

Ramin Davidoff, MD¹
Chair of the Board and CEO
Executive Medical Director

MID-ATLANTIC PERMANENTE MEDICAL GROUP, P.C.

Richard S. Isaacs, MD, FACS¹
President and CEO

NORTHWEST PERMANENTE, P.C. PHYSICIANS AND SURGEONS

Leong Koh, MD
President and CEO

SOUTHERN CALIFORNIA PERMANENTE MEDICAL GROUP

Ramin Davidoff, MD¹
Executive Medical Director and Chair of the Board

THE PERMANENTE MEDICAL GROUP, INC.

Richard S. Isaacs, MD, FACS¹
CEO and Executive Director

THE SOUTHEAST PERMANENTE MEDICAL GROUP, INC.

Nkem Chukwumerije, MD, MPH, FACP
President and Executive Medical Director

WASHINGTON PERMANENTE MEDICAL GROUP, P.C.

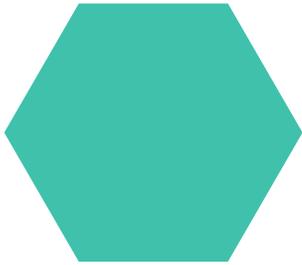
Paul Minardi, MD¹
President and Executive Medical Director

THE PERMANENTE FEDERATION LLC

Chris Grant
Executive Vice President and Chief Operating Officer

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





PERMANENTE MEDICINE®

The Permanente Federation

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