In 2022, Kaiser Permanente responded purposefully and proactively to new challenges and economic headwinds, never compromising on our shared pursuit of progress and commitment to quality care. Almost 24,000 physicians and 85,000 clinicians and medical staff continued to deliver on the promise of Permanente Medicine for 12.6 million Kaiser Permanente members across the country. The Federation supported these tremendous efforts through expert consultation, strategic planning, and creating platforms for physician leaders that helped to drive and influence positive change within health care.

The Federation and its people remain dedicated to the core principles embedded in Permanente Medicine, which include patient experience, clinical quality, innovation, and community engagement. Partnering with the Permanente Medical Groups, the Federation built on each of these areas to better position Kaiser Permanente as an industry leader now and for years to come.
Celebrating 25 years of patient-centered, high-quality, evidence-based care

The Federation commemorated its 25th anniversary in 2022 with a video featuring past and present leaders, a special presentation from the Kaiser Permanente Historical Society, and branded Permanente Medicine assets honoring the occasion. This celebration wasn’t just an opportunity to reflect on the many accomplishments of previous years, it was also a chance to look to the future. The Federation’s commitment to advancing Permanente Medicine and ensuring world-class care delivery for Kaiser Permanente patients and members guarantees that there will be more milestones and celebrations in the next 25 years and beyond.
Enhancing the patient experience

With new players entering the health care space and consumer preferences continuing to shift, 2022 saw a critical need for technological advancement and care innovation.

The Federation played a key role in supporting the expansion of nationwide digital access through Get Care Now, a virtual service that provides Kaiser Permanente members with 24/7 access to remote care in all 50 states. More than 1,000 Kaiser Permanente members received remote care while traveling, with 42% of those members receiving care outside of Kaiser Permanente’s geographic footprint. Additionally, 37% of members received after-hours care, and 72% of individuals polled in a member survey agreed or strongly agreed that chatting with Kaiser Permanente made it easier to get the help they needed.

Kaiser Permanente’s National Quality Committee developed an approved quality oversight structure and quality framework for Kaiser Permanente’s Care at Home services, which are now live in 3 new locations. Care at Home provides eligible patients with the opportunity to receive acute care in the safety and comfort of their own homes, thereby avoiding hospital admission.

According to statistics gathered at the end of 2022, the Care at Home programs have led to better outcomes, including lower hospital readmission rates. Kaiser Permanente patients in the programs had a 30-day readmission rate of 8%, compared to the national average of 13%.

Another key accomplishment in 2022 was the rollout in select regions of Caring Together, a remote platform that makes it easier for family and at-home caregivers to communicate in an in-patient setting. This tool enables caregivers to discuss the well-being of their loved ones with hospitalists and share timely, actionable information with both the patient and the caregiver.

Leading on a national stage

The Federation helped lead the Advanced Care at Home Coalition’s advocacy, as well as further dialogue about this model of care. The coalition presented its quality framework to staff at the Center for Medicare and Medicaid Innovation Center (established within the Centers for Medicare & Medicaid Services (CMS)). Executive medical directors and Permanente physician leaders also participated in key meetings with CMS officials and ranking members of congressional committees to provide clinical perspectives. These efforts resulted in a 2-year extension of waiver flexibilities that enable advanced care at home nationwide.
In 2022, the Federation led several key national quality and governance activities. These included clinical outcomes in cancer care, mental health and wellness, women’s health, and cardiovascular health, as well as evolving research and supporting social health. Despite financial pressures and resource constraints, we remained committed to maintaining and elevating standards for high-quality care. Operational teams successfully navigated growing patient demand and physician burnout to advance clinical quality and care delivery. This proved once again that our best work shines through during the most difficult times.

We delivered evidence-based practice guidelines for a broad spectrum of patient care, supporting PMG efforts to care for almost 41,000 patients with the flu, 17,000 patients with RSV, and nearly 1.8 million patients with COVID. Vaccination efforts remained a priority, with medical teams administering more than 5 million COVID vaccines — including bivalent boosters — and more than 5 million flu shots to members and non-members. Additionally, we advanced care recommendations in the high-priority areas of precision medicine and genomics, including hereditary breast and ovarian cancer syndrome, Lynch syndrome, familial hypercholesterolemia, and pharmacogenomics. These recommendations promote early disease detection and tailor prevention and treatment, aligned with the most current evidence.

Co-led by The Federation, the National Situation Management team addressed several serious challenges that impacted all of health care, including the mpox (monkeypox) outbreak and critical medical supply shortages.

Kaiser Permanente received numerous national quality accolades. Six regions earned Medicare 5-star status, one region earned 4.5 stars, and another region 4 stars. And all 39 of our hospitals are recognized as high performing in one or more types of care by U.S. News & World Report in 2022-23.

Clinical quality and care delivery

We launched Kaiser Permanente’s Perinatal Patient Remote Monitoring program in 7 of our regions to support comprehensive remote care for pregnant patients. The program provides tools such as blood pressure cuffs, weight scales, ultrasound tools, and a Bluetooth-connected app that directly interfaces with a patient’s electronic health record and care team. The Federation actively addressed disparities in equitable access and maternal health outcomes by participating in Black Maternal Health Week and the launch of a Women’s BIPOC (black, indigenous, and people of color) Patient Advisory Council that codesigns care delivery, technical programs, and educational resources.

Advancements and accolades in maternal health and cancer care

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Federation highlights

In cancer care, the Federation led multidisciplinary collaboration throughout the enterprise to improve quality, safety, and affordability. These efforts led to 17 new oncology drug treatment pathways, bringing the total number of active pathways to 135. Overall, the percentage of treatment pathway use increased from 20% in January 2021 to 72% by the end of 2022. The Excellence in Cancer Care Expert Program, which launched in 2022 and expanded in 2023, gives Permanente physicians a platform to receive interregional expert consults on the cases they are treating. We also rolled out genomic test decision support to help clinicians ensure that patients receive the right cancer treatments in a timely manner.

Kaiser Permanente received the “Platinum Certificate of Excellence” from the National Cancer Institute’s (NCI) Community Oncology Research Program for exceptional achievement in patient enrollments for physician-led NCI treatment and cancer control, prevention, and screening trials. Becker’s Hospital Review also included the organization among its list of top health systems with outstanding oncology programs.

**Care delivery innovations**

We’re focusing innovation efforts on the next evolution of remote patient monitoring, specifically on hospital-based telehealth with telescritical care and telesitting. Telesitting enables the monitoring of several patients at once, freeing up valuable time and improving bandwidth for care technicians and nurses. Additionally, we’ve started plans to build a new patient and clinician experience by transitioning video visits to Zoom, one of the leading video conferencing platforms.

2022 Federation REACH Committee highlights

In 2022, the Federation’s Recognition, Engagement, and Community Health (REACH) Committee led several campaigns to foster employee engagement and well-being, in partnership with the External Affairs, Communications, and Brand team. REACH helped plan a special virtual Fall Town Hall to celebrate the Federation’s 25th anniversary. The event featured a video showcasing past and present Federation leaders and a presentation from the Permanente Historian Council.

By the end of the year, REACH had refreshed its charter to better align with the Federation’s culture-building objectives and further establish itself as a consulting resource on employee engagement for the Federation Leadership Team. The committee also laid the groundwork to relaunch department spotlights in 2023 so functional areas can share their latest work and achievements, fostering a sense of interconnectedness throughout the organization.
Championing equity and well-being

The COVID-19 pandemic continued to expose glaring disparities in health care delivery throughout our communities. Part of our efforts to improve health equity and better serve patients in socioeconomically disadvantaged areas included assessing and addressing digital inequities, particularly in virtual care.

To address social health, the Federation consulted on a health screening approach that aims to assist the 8 million Kaiser Permanente members facing challenges such as food scarcity, financial strain, isolation, transportation, and more. By the end of 2022, Kaiser Permanente surpassed its goal of screening more than 2 million patients.

Within Kaiser Permanente, a national educational initiative called Belong@KP was rolled out to foster inclusion and social justice in everything we do. We developed a new set of equity principles and tools that define the expectations and accountabilities for all Kaiser Permanente staff in promoting individual actions to uphold the racial, health, and workforce equity standards that reflect the organization’s mission, values, and history. Additionally, the Federation consulted with Kaiser Permanente leaders on a 3-year equity execution plan, prioritizing a vital set of key actions, outcomes, and milestones in workforce, health equity, and community.

To further support physician and clinician wellness, the PMGs set a goal to establish peer support programs across the enterprise and explore models for wellness coaching. In showcasing their work and contributing to the national conversation about physician burnout, PMGs delivered 12 presentations at the International Conference on Physician Health on topics such as mental health and suicide prevention, guarding against work overload and burnout, workforce equity, and fostering a culture of wellness.

Working together toward a common mission

In 2022, our executive medical directors, Federation Leadership Team, and functional departments aligned remarkably. From expanding remote care to achieving quality accolades to advancing equity in medicine, the Federation and its people worked in lockstep to care for Kaiser Permanente patients, our communities, and each other.

Once again, Kaiser Permanente overcame the year’s challenges and emerged stronger than ever before. The Federation’s ability to adapt, innovate, and inform ensured that the practice of Permanente Medicine remained at the forefront of influencing critical national conversations about the future of health care in America.

After 25 years of service to the Permanente Medical Groups, and even as we look ahead at an unpredictable future, the people of the Federation remain an unstoppable force for change.
**Hawaii Permanente Medical Group**

Hawaii Permanente Medical Group (HPMG), the largest multispecialty medical group in the state, delivered on a collective commitment to caring for patients, the community, and each other in 2022. Thanks to the contributions of HPMG’s care delivery teams, Kaiser Permanente Hawaii retained Hawaii’s only Medicare 5-Star health plan status and led the state in 60 HEDIS care measures.

Quality initiatives included leading vaccination efforts for mpox (monkeypox), expanding the use of robot-assisted surgical procedures for better recovery outcomes, and establishing several state-of-the-art interventional cardiology services to improve heart care. Additionally, HPMG physicians played a key role in supporting the Marshall Islands government during its COVID-19 surge in August, leading to recognition for Kaiser Permanente Hawaii.

To improve health equity, HPMG physicians created an elective rotation focused on Native Hawaiian health, grew its partnership with Special Olympics Hawaii, and became an initial recruitment site for the NIH’s Connect for Cancer Prevention Study. The study aims to promote participation of individuals from diverse backgrounds and geographic areas in cancer research.

**Mid-Atlantic Permanente Medical Group**

In 2022, the Mid-Atlantic Permanente Medical Group opened 4 new state-of-the-art facilities in Maryland and Virginia, including the largest Kaiser Permanente facility on the East Coast, the Caton Hill Medical Center.

Physicians and researchers explored the impact of long COVID on patient health and studied links between myocarditis and mpox. They also launched clinical trials to study treatment for sickle cell disease, prostate cancer, and to compare the efficacy of 3D vs 2D mammography. Researchers published their findings in The Permanente Journal, which revealed that patients in the Mid-Atlantic region have a life expectancy 6 years longer than the national average.

Additionally, the NCQA rated Kaiser Permanente Mid-Atlantic States as the only health plan in the nation to achieve 5 out of 5 stars for commercial, Medicaid, and Medicare plans. The organization also celebrated a year of expert care provided by physicians in our Pride Medical program, which serves LGBTQ+ patients in Washington, D.C., and throughout the region.

Note: Effective June 1, 2023, Maria Ansari, MD, FACC, assumes the role of president and CEO of MAPMG from Dr. Isaacs.

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**Headquarters:** Honolulu, Hawaii  
**Chair of the Board and CEO:** Ramin Davidoff, MD  
**Physicians:** 478  
**Staff:** 109  
**Members served:** 267,544

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**Headquarters:** Rockville, Maryland  
**President and CEO:** Richard S. Isaacs, MD, FACS  
**Physicians:** 1,607  
**Staff:** 340  
**Members served:** 825,957
Southern California Permanente Medical Group

In 2022, the Southern California Permanente Medical Group (SCPMG) conducted research on the effectiveness of COVID-19 vaccines, which had global implications. The research influenced booster recommendations from key U.S. advisory committees and international bodies such as the World Health Organization. Geospatial mapping tools, initially developed to help target vulnerable and under-resourced populations for COVID vaccination efforts, were expanded beyond the pandemic to address flu and diabetes.

SCPMG piloted several programs aimed at changing the future of health care, including a Focused Assessment program in collaboration with the California Department of Public Health. This program streamlined the preoperative process for a targeted group of patients and specific surgical specialties, removing the traditional pre-op appointment in favor of a day-of-surgery assessment.

SCPMG continued to focus on supporting its people, hosting three self-compassion workshops to help physicians recognize the link between lack of self-care and burnout. SCPMG also developed a multi-pronged anti-stigma campaign to encourage physicians to seek help for burnout when needed.

Once again, the Centers for Medicare & Medicaid Services recognized SCPMG’s quality care with the highest possible 5 out of 5 stars Medicare rating for quality and service.

Northwest Permanente

Northwest Permanente (NWP) continued to advance the field of acute care at home on a national level through its Kaiser Permanente at Home (KPAH) program. With the guidance of KPAH leaders, this program has provided care for more than 2,100 patients in their homes, reducing hospital stays by more than 7,000 nights.

In 2022, NWP completed its most recent B Corp certification process. This certification distinguishes for-profit companies with value-based missions similar to those of non-profit organizations. The medical group was again named “Best for the World” in the Workers category for its exceptional employee-friendly practices. NWP’s score in this category ranked in the top 5% of the more than 4,500 B Corps worldwide.

Since 2019, Kaiser Permanente Northwest has earned the America’s 50 Best Cardiac Surgery accolade from Healthgrades and continues to earn the highest ratings for cardiac surgery from the Society of Thoracic Surgeons.

Headquarters:
Portland, Oregon
President and CEO:
Leong Koh, MD
Physicians:
1,345
Staff:
357
Members served:
640,990
The Permanente Medical Group

The Permanente Medical Group (TPMG) continued to deliver excellent care to our patients while also demonstrating leadership in care transformation. One prime example, published in *The New England Journal of Medicine*, showed that TPMG essentially eliminated colorectal cancer disparities between Black and white adults. TPMG also worked to eliminate racial inequities by implementing a new nationally recommended race-free equation for estimating kidney function.

The Stroke EXPRESS team was honored with the Kaiser Permanente James A. Vohs Regional Quality Award for reducing TPMG’s door-to-needle median time to 30 minutes for stroke intervention while also decreasing the symptomatic hemorrhage rate from 1.7% to 1.2%. In 2022, TPMG published 973 peer-reviewed studies, and since the pandemic began our researchers have published more than 230 COVID-related studies.

TPMG’s ongoing commitment to physician well-being was recognized by the American Medical Association’s Joy in Medicine™ Health System Recognition Program.

Note: Effective June 1, 2023, Maria Ansari, MD, FACC, assumes the role of CEO and executive director of TPMG from Dr. Isaacs.

The Southeast Permanente Medical Group

In 2022, The Southeast Permanente Medical Group (TSPMG) focused on improving access and the patient care experience. We significantly reduced referral times while improving access to primary and specialty care and increasing patient ratings of medical offices and clinicians.

To better address non-medical and social health needs in both ambulatory and inpatient settings, TSPMG introduced a new Medical Social Work Department. TSPMG also began a transition to a new core hospital to better support patients and our Care Without Delay model, which standardizes Permanente Medicine practices in medical centers and post-acute care.

The “Safe, Secure, Respectful Workplace Environment” program was launched to support and empower clinicians and staff in addressing potentially unsafe interactions or aggressive behaviors at work. To address inequities, TSPMG standardized physician leadership roles and expanded recruiting efforts.

Additionally, Kaiser Permanente Georgia led the program in the 2022 Consumer Assessment of Healthcare Providers and Systems scores and, for the fourth year in a row, received the highest possible 5 out of 5 stars Medicare rating from the Centers for Medicare & Medicaid Services.

Headquarters: 
Atlanta, Georgia

President and 
Executive Medical Director: 
Nkem Chukwumerije, MD

Physicians: 
650

Staff: 
389

Members served: 
325,000