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Introduction

At Kaiser Permanente, we believe that life, liberty, and the pursuit of happiness require total health. That includes equal access to high-quality health care for all, regardless of who they are or where they live.

Founded in 1945, Kaiser Permanente is one of the nation’s largest not-for-profit health plans. Our mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. Our diverse care teams, including personal physicians, specialists, and other caregivers, focus on members’ and patients’ total health, including mind, body, and spirit, and deliver services in harmony with their cultural and linguistic needs. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health. Headquartered in Oakland, California, we serve more than 12.4 million members in 8 states and the District of Columbia.

A key component of our success is our ongoing commitment to integrating equity, inclusion, and diversity into all that we do for our employees, members, and communities. This executive summary highlights key facts and advances from Kaiser Permanente’s 2020 equity, inclusion, and diversity (EID) journey.

Systemic racism is a determinant of health

Throughout Kaiser Permanente’s 75-year history, we have consistently taken a stand for equity, inclusion, and diversity, which are inextricably linked to our mission and serve as a foundation upon which our enterprise was built. We know that having a diverse and inclusive workforce reflective of the communities we serve builds trust and makes Kaiser Permanente a better place to receive health care, a better partner in the communities we serve, and a better place to work.

The COVID-19 pandemic and deaths in 2020 of George Floyd, Ahmaud Arbery, Breonna Taylor, and countless others have placed front and center the continued health, social, and economic inequities in this country and around the world. Global protests have broadened awareness of centuries of systemic racism and injustice, resulting in a public outcry and an urgency to address these issues. In response, last June, Kaiser Permanente reaffirmed our commitment to advance equity and address systemic racism for our members, communities, employees, and physicians. With our equity commitments, we will continue to evaluate and improve our organization’s foundational systems to:

- consistently address workforce equity
- advance health equity for our members
- use our voice, influence, and resources to create equity and inclusion for all marginalized groups

Kaiser Permanente’s equity commitments were announced via a live, outdoor webcast on June 23 by our CEO and other senior leaders. “The tragic murder of George Floyd and so many others has reverberated around the world, pushing us to demand overdue change to a status quo that keeps communities of color in the margins and holds us all back as a society,” said Greg A. Adams, chairperson, and CEO of Kaiser Permanente. “As a country, this is a moment to define who we are and what we stand for. We must take strong action to stop the physical, psychological, economic, and social impacts of inequity and systemic racism so that we can create healthier communities where everybody, regardless of their skin color, can feel safe and thrive.”

In response to these commitments toward racial equity and social justice, and to demonstrate our ongoing commitment toward creating an inclusive workplace that reflects belonging, psychological safety, and a speak-up culture for all groups that have been marginalized or oppressed, we took the following immediate actions:

- **Open dialogue sessions on racism** — conducted enterprisewide dialog sessions focused on coping with modern day racism in America
• **Business Resource Group (BRG) leader listening sessions** — established engagement sessions with BRG leaders to acknowledge the current environment and provide a supportive space to discuss potential actions we can take to support our people

• **Racial equity and social justice actions and resources** — developed dialogue and action guides for managers to activate awareness, education, and engagement throughout the organization on the issues of racial equity and social justice

• **Equity and inclusion webinar series** — produced the “Prioritizing Equity and Inclusion During Uncertainty” webinar series for employees and physicians

• **Moments of silence and remembrances** — supported employee- and physician-organized activities honoring George Floyd and showing support for the Black and African American community

The steps above are only the beginning. Kaiser Permanente will take additional actions both internally and in our communities that align with our values and advance equality for all. We hope that this journey is transformative for the entire organization — that we stand together and move forward with a renewed urgency, shared accountability, and purpose.

**Equity commitments — a closer look**

Throughout Kaiser Permanente’s 75-year history, we have consistently taken a stand for equity, inclusion, and diversity, which are inextricably linked to our mission and serve as a foundation upon which our enterprise was built. We know that having a diverse and inclusive workforce reflective of the communities we serve builds trust and makes Kaiser Permanente a better place to receive health care, a better partner in the communities we serve, and a better place to work.

Kaiser Permanente’s equity commitments include actions around health equity, community health, economic opportunity, and workforce equity.

**Advance health equity**

**Commitment:** We will improve care experience and health outcomes by eliminating racism and other forms of bias or oppression in health care.

Our total health approach to advance health equity includes culturally responsive care, addressing social needs, social justice, and dismantling racism. These priorities guide our investments as an organization. Additionally, we are integrating equity into our care quality efforts. And while our boards of directors have prioritized health equity for years, we are now ensuring that all performance data and measures will be viewed through an equity lens. Examples of our health equity work include:

• Addressing COVID-19 and its long-term impacts that threaten to deepen the social health crisis

• Launching a new Health Equity Advisory Council that will advance our long-standing commitment to providing high-quality, equitable, and culturally and linguistically responsive care

• Continuing to address the social drivers of health that have led to poorer health outcomes for our most vulnerable populations

**Address racism and intergenerational trauma**

**Commitment:** We will increase knowledge of the health impacts of racism and create systems of care and support that mitigate the impact of intergenerational trauma.

We will leverage our platform and influence to support grassroots efforts to end systematic racism and break the cycles of related stress and trauma that limit achievement of total health. We will provide $25 million in grant
funding to non-profit organizations that are led or governed by people from underrepresented communities working to:

- Dismantle discriminatory institutional practices, structures, and public policies through leader development, community power-building, organizing, and advocacy
- Promote healing from chronic stress, trauma, and grief that stems from systemic racism and social injustice

**Provide economic opportunity**

**Commitment:** We will create economic opportunity for Black-owned businesses and other businesses owned by marginalized groups.

Economic opportunity is foundational to healthy communities; it supports housing stability and food security, as well as physical, mental, and social health. We know that support for under-resourced business owners of color can change the trajectory for individuals, families, and entire communities.

Kaiser Permanente invests in programs that create equitable economic opportunity for underrepresented communities and work to dismantle racist systems that create barriers to success. We promote these shifts to help close the racial wealth gap. Accordingly, we will use our purchasing power to build healthy, equitable, and sustainable economies:

- We will provide support to more than 2,000 businesses owned by people from underrepresented communities.
- We are committed members of the Billion Dollar Roundtable and related supplier diversity efforts to spend $2 billion per year on individuals of color-, women-, LGBTQ+, veterans-, veterans with disabilities-, and individuals-with-disabilities-owned enterprises.
- We provide good jobs to individuals facing barriers to employment through high impact hiring efforts.

**Advance workforce equity**

**Commitment:** We will build an inclusive, psychologically safe workplace, where everyone has an equal opportunity to reach their full potential.

Our workplace commitments are centered on our employees and physicians. This work will help us build a highly inclusive, engaged, and psychologically safe workplace so that our people can contribute at their highest level to support Kaiser Permanente’s mission. Examples of this work include:

- Further remove bias and racial inequities from the employee and physician experience through our new Belong@KP program
- Expand implementation of equitable and inclusive practices across the employee life cycle with the intention of identifying, recruiting, developing, mentoring, assessing, and retaining diverse talent
- Address the need for healing and recovery from historical and societal racial and oppression-related stress and trauma through listening sessions aimed at collecting information for action.

**Leading the Way**

Fulfilling our mission and new equity commitments will require a collective effort from across the organization. Led by our most senior leaders, Kaiser Permanente is strengthening its efforts internally to drive equity, foster inclusion, and promote social justice in everything we do.

Chairperson and CEO Gregory A. Adams took quick action last year, reaffirming our core values and principles and reinforcing our internal commitment to equitable opportunities across the employee lifecycle. Mr. Adams is truly passionate about equity, inclusion, and diversity. He is a nationally recognized leader and a champion of
transforming health care, improving access to care, and achieving better health outcomes. Greg is the former chair of the California Hospital Association’s Board of Trustees and serves on its executive committee. He is also a member of the National Association of Health Services Executives and The Executive Leadership Council and serves on the board of directors for the Los Angeles Philharmonic Association and the American Nurses Foundation. Additionally, Greg is a past member of the California Chamber of Commerce Board of Directors.

Ronald L. Copeland, MD, FACS, a long-time equity and inclusion advocate, is senior vice president of National Equity, Inclusion, and Diversity strategy and policy and chief equity, inclusion, and diversity officer for Kaiser Permanente. Through multiple collaborations, he leads Kaiser Permanente’s program-wide efforts to ensure our strategic vision for equity, inclusion, and diversity is successfully implemented to drive strategic business and mission outcomes, empower communities we serve, and result in all Kaiser Permanente members achieving health and health care outcomes that are high quality, equitable, and increasingly more affordable. Dr. Copeland is a board member of the Kaiser Permanente Bernard J. Tyson School of Medicine, the National Organization on Disability and the Center for Healthcare Innovation; an advisory board member for the Centre for Global Inclusion; a member of the Institute for Healthcare Improvement Equity Advisory Group; and a fellow of the American College of Surgeons. In 2020, the National Medical Fellowship honored Dr. Copeland with their Leadership in Diversity Award.

Our Kaiser Permanente EID strategy

At Kaiser Permanente, we believe good health— which includes mind, body, and spirit — belongs to everyone. We also believe that good health is significantly determined by where people live, work, learn, play, and grow. Through our equity commitments, we are addressing the intersection of good health and social needs. To execute our mission with the greatest impact, we apply our equity, inclusion, and diversity strategy fully across 3 interdependent areas that collectively advance equity: Workplace, Care Delivery, and Community. We also ensure that our strategic vision and commitment to ethical standards meet or exceeds compliance and regulation requirements in each of these 3 areas.

1) Workplace

We believe our employees and physicians, regardless of physical, mental, or socioeconomic attributes, have the right to a fair and equitable career experience in an inclusive, safe, and respectful work environment. Our goal is to achieve diversity at every level with a fully engaged and high performing workforce in equitable and inclusive environments.

2) Care Delivery

We believe every member and patient, regardless of physical, mental, or socioeconomic attributes, has the right to equitable health outcomes and a personalized care experience. Our goal is to achieve equitable health outcomes by providing inclusive care and eliminating avoidable and unjust disparities.

3) Community

We believe the total health of a community stems primarily from economic and environmental conditions. Our commitment to equity for all will help improve the communities we serve. Our goal is to enhance health equity in the community and Kaiser Permanente’s measurable impact on economic and social inclusion.

Equity, inclusion, and diversity highlights for 2020

Despite the multiple challenges in 2020 (the pandemic, its economic impact, social and civil unrest), we intensified our efforts to improve equitable workplace experiences, mitigate unconscious bias, and inclusion and belonging.
Addressing the COVID-19 pandemic

Kaiser Permanente has always had a deep and abiding commitment to health equity long before the COVID-19 pandemic began. Our membership comprises of nearly 40% of members from historically underrepresented groups, linguistic diversity exceeding 140 languages, and a total workforce composition that reflects and frequently exceeds the diversity of the communities we serve. For several years, we have focused on eliminating health disparities among certain ethnic groups, including efforts to reduce hypertension rates among Black and African American patients and increasing colon cancer screening in the Latinx community.

With a strong foundation of providing innovative ways to reach different ethnic communities, we are ideally positioned to reduce health disparities prior to, during, and after the COVID-19 pandemic. Some of the changes we’ve implemented during COVID-19 to address health disparities include:

- Increasing education and awareness about COVID-19 stigma, disparities, and mitigation strategies for our physicians, staff, and employees
- Expanding testing criteria to include high-risk groups
- Implementing workflow changes that enhance member engagement around COVID-19 prevention, testing, and treatment in a culturally responsive manner
- Expanding our community health partnerships to help address social determinants of health and advocate for our most vulnerable members and their families
- Providing interpreter services for our virtual visits as needed
- Launching a **Social Health Playbook** to share with others in the field and deepen the health sector’s commitment to addressing the social determinants of health

Examples of inclusive and equitable care

- Every Kaiser Permanente market area follows the mission of culturally responsive care. For example, several medical facilities are home to Culturally Competent Care Centers of Excellence serving Latino, Chinese, African American, Armenian, Vietnamese, and LGBTQ+ communities. Member communications are printed in various languages, and Member Services call centers are staffed with team members fluent in more than 140 languages.

- **Thrive Local**, launched in 2019, is a transformative social health network that will help millions address social needs, including food, housing, and transportation. This comprehensive online and searchable social services resource directory network was created to integrate social factors into Kaiser Permanente’s care delivery. Thrive Local is available to Kaiser Permanente members and a growing network of health care and social service providers working together across its service areas. In 2020, Kaiser Permanente shared more than 26,000 community resources with its members and launched 18 community networks. By 2022, there are plans to have a total of 40 active community networks of health care and social service providers working together to help people secure safe housing, healthy food, and other essentials.

- Kaiser Permanente continues to work on addressing health disparities using data and analytics. Through an effort led by our National EID and Quality departments, our outcomes reporting has brought greater visibility into health disparities and their impact on our members. Comprehensive plans to address and reduce disparities are often derived through insights from this reporting. We continue to analyze how we can maximize the utilization of our medical record system (KP HealthConnect). We are beginning to compare various aspects of demographic data to enhance our analytical insights, expanding disparity analysis beyond race/ethnicity to look at social determinants of health and other factors.

- In 2020, we opened the Kaiser Permanente Bernard J. Tyson School of Medicine, where we are committed to teaching future physicians about the social and environmental factors that affect the health of patients and populations that are under-resourced, underserved, and culturally diverse. Students learn in an environment that reflects the changing demographics of America and the
multifaceted health care issues facing society, with the opportunity to learn from the physicians and care teams in Kaiser Permanente’s integrated health care system. By re-imagining how physicians are trained, the school aims to create outstanding physicians who will be skilled advocates for their patients and communities and drive change in the health care profession.

• The Kaiser Permanente Research Bank, a long-term research effort that helps scientists understand how peoples’ health is affected by their genes, behaviors, and the environment, continues its efforts to collect more blood samples from members of color. While the KP Research Bank is more diverse than other biobanks around the world, 76% of people currently enrolled are non-Hispanic white. Communities of color are still under-represented among the more than 380,000 samples collected since the program began. Among the KP Research Bank's current priorities is working with communities of color to examine the bigger picture of how environmental factors influence particular health outcomes prevalent in the Latinx, Black and African American, and Asian Pacific Islander communities. The KP Research Bank also supports research to help the organization prevent, diagnose, and manage chronic conditions, including diseases that are more prevalent in these communities.

• For the tenth consecutive year, Kaiser Permanente’s 39 hospitals were recognized as a “Leader in LGBTQ Healthcare Equality” in the Healthcare Equality Index 2019 report, a survey conducted by the Human Rights Campaign Foundation. The Healthcare Equality Index is a biennial survey that encourages equal care for LGBTQ people by evaluating inclusive policies and practices related to that population.

Diverse boards of directors and executive leadership

Kaiser Permanente’s commitment to ethnic, racial, and cultural diversity is reflected in its senior management and its boards of directors. Kaiser Permanente’s boards are 38% women and 38% people of color. In 2020, female representation among the CEO’s direct reports was 53%, and 42.8% of the Executive Medical Directors—the leaders of the medical groups that care for Kaiser Permanente members—were women.

Advancing women in leadership

At Kaiser Permanente, we are committed to advancing diversity at every level of the organization. Nearly 67% of the organization’s total workforce are members of racial, ethnic, and cultural minorities, and 75% are women. We continue to take a thoughtful approach to succession planning and attracting proven leaders, enabling women to effectively contribute to the success of our organization.

• Carrie Owen Plietz, FACHE, was named regional president, Kaiser Foundation Health Plan and Hospitals of Northern California. In this role, Owen Plietz oversees all of Kaiser Permanente’s care delivery and health plan operations in Northern California. As the area’s largest nonprofit health plan, Kaiser Permanente provides care for more than 4.5 million members through its 21 hospitals and 259 medical offices in Northern California.

• Catherine Hernandez was named senior vice president and chief communications officer for Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals. Hernandez leads Kaiser Permanente’s corporate brand and reputation, internal and external communications, media relations, issues management, executive communications, and digital and social media. As a member of the National Executive Team, she will serve as a key advisor to the chairperson and chief executive officer on enterprise communications strategy and programs.

• Janet A. Liang was named executive vice president, group president, and chief operating officer, care delivery, for Kaiser Foundation Health Plan, Inc. and Hospitals. In this role, Liang is responsible for Kaiser Permanente’s care delivery and operations strategy and oversees the national pharmacy, Medicare operations, care continuum, and nursing functions.

• Kim Horn is executive vice president and group president for markets outside California for Kaiser Foundation Health Plan, Inc. and Hospitals. In this role, Horn is responsible for Kaiser Permanente's strategy, operations, and growth for markets outside of California. These markets include 199 medical
facilities and 3 million members. Horn reports directly to Kaiser Permanente’s chairperson and chief executive officer and is a member of the National Executive Team.

At Kaiser Permanente, we know that gender parity in leadership and executive roles is imperative for the organization. Women are well-represented among management ranks, yet they do not retain their numbers at the organization's highest levels. To address the specific challenges women still face in the workplace, we’ve identified barriers and developed programs that will enable all of our employees to reach their full potential.

One such program, developed in 2019, is Elevate Diversity in Leadership. This seven-month innovative and solution-focused program addresses the unique challenges of underrepresented groups, including women of color, who face greater obstacles and a steeper path to leadership. Our first cohort graduated in September 2020. Currently, Elevate Diversity is transitioning from a professional development program to an enterprisewide high potential program for frontline leaders. The shared experience across all intersections of diversity will deepen awareness and action in the next generation of KP leadership. Elevate Diversity will have an intentional focus on centering the margins and de-centering dominance. The program will include non-underrepresented leaders, with underrepresented individuals making up the majority of participants.

Advancing workforce diversity and development

In 2020, the National Executive Team elevated several initiatives to advance equity in hiring, leadership development, and culture. The National Equity, Inclusion, and Diversity (NEID) department collaborated cross-functionally to develop workforce equity action plans targeted around areas of impact respective to local market areas and specific departments. These action plans were developed leveraging evidence-based effective practices for workforce equity across our employee lifecycle. This has contributed to the implementation of practices and processes aimed at improving equity from hiring and selection of talent to development and retention.

Also in 2020, Kaiser Permanente’s 10 business resource groups (BRGs) were transitioned to NEID. Aligning the BRGs under NEID’s leadership enables the BRGs to operate at their full strategic potential. This realignment ensures that regional and market area activities and programs holistically support the EID focus areas, the new equity commitments, and other identified priority areas. BRG programs are open to any member of our workforce and align with national or regional business objectives tied to the organization’s 3 equity, inclusion, and diversity focus areas of Workplace, Care Delivery, and Community.

Making inclusion a priority through Belong@KP

As part of Kaiser Permanente’s equity commitments announced in June 2020, we will be introducing Belong@KP, a program to foster inclusion and social justice in everything we do. Belong@KP is a sustainable and inclusive transformation program that enables us to achieve our equity and social justice commitments through impactful habit changes and systems improvement. It is designed to help the people of KP learn and demonstrate inclusive behaviors and combat racism and social injustice, so we all feel we matter, we are valued, treated fairly, and share a sense of belonging.

Belong@KP is built on anti-bias and anti-racism core principles that guide the learning journey. We partnered with experts from the NeuroLeadership Institute and The Winters Group to develop custom learning experiences.

The 3 anti-bias modules were developed in partnership with the NeuroLeadership Institute.

- **Break Bias** is about learning to notice and address unconscious bias as it arises.
- **Cultivate Belonging** is about fostering an environment of psychological safety and authenticity to make sure everyone reaches their full potential.
- **Respect Every Voice** is about asking, listening, valuing, and helping other people speak up.

The 3 anti-racism modules were developed in partnership with The Winters Group.
Explore Racial Identities is about learning the truths about racism, acknowledging your role in it, and committing to work for change.

Unearth Roots of Injustice is about seeking to understand the impacts of racism and examining how we can better engage in conversations about race, identity, and racism from a justice lens.

Interrogate Systems is about cultivating an ant-racist culture through policies and practices within your sphere of influence.

Belong@KP will launch in early 2021. Through this program, we aim to effectively leverage the power of our diversity, enabling our entire workforce to give their best in support of our mission and our other equity initiatives.

Providing opportunities for our veterans

Kaiser Permanente has a long history of hiring veterans from all branches and levels of the military. Today, our hiring efforts continue to evolve and include our Military Officer Transition Program (MOTP) and our Military Talent Network. Our recognition as a Military Friendly Employer by Victory Media for the 6th consecutive year and several other Military Friendly® accolades demonstrate our progress.

In 2020, we made new strategic alliances that improve how we recruit and support veterans and their families. Our outreach to current military members, military spouses, and veterans has been established through the following partnerships:

- U.S. Department of Veterans Affairs
- G.I. Jobs
- Veteran Jobs Mission
- Military Spouse Employment Partnership
- U.S. Army Partnership for Youth Success
- Sword to Plowshares
- Department of Defense’s SkillBridge Program

Each year, we continue to expand our Military Officer Transition Program (MOTP). In its sixth year, 48 associates completed the program, with 28 transitioning into leadership roles within Kaiser Permanente. Kaiser Permanente Veterans Association, one of our ten business resource groups, has been instrumental in shaping the programs and resources focused on veteran support in the workplace. Changes include updates to policies supporting Military Reservists and Guard members for enhanced benefits for those called to active duty or deployed.

Supporting persons with disabilities

In 2020, we advanced our efforts to ensure equity and inclusion for employees with disabilities and equitable access to careers for candidates with disabilities. We continue to make enhancements to our Individuals with Disabilities (IWD) Talent Strategy for accessibility, digital accessibility, onboarding, and candidate, employee, and manager experience.

The work of improving our accommodations process continues for job candidates and employees through our Integrated Disability Management tools and resources. Our digital accessibility team routinely ensures our internal and external websites comply with regulatory standards. Upgrades to websites were made to incorporate best practices for digital accessibility and are uniquely inclusive for people with disabilities. Our compliance and policies are aligned with the Americans with Disabilities Act, Equal Employment Opportunity, Affirmative Action, and Kaiser Permanente’s commitment to equity, inclusion, and diversity.

We work in collaboration and partnership with community and local organizations to support people with disabilities. Current partnerships include:

- Project SEARCH
- California Department of Rehabilitation
- National Organization on Disability
- US Business Leadership Network (DisabilityIN)
For the fourth straight year, Kaiser Permanente earned a top-ranking score of 100 on the Disability Equality Index, receiving the “Leading Disability Employer Seal,” and was named a Best Place to Work for Disability Inclusion in 2020. We were also recognized for the fourth consecutive year by the National Organization on Disability as a 2020 Leading Disability Employer.

Creating a best place to work for LGBTQ+ employees

Kaiser Permanente earned its 14th straight perfect score on the Corporate Equality Index and was designated a Best Place to Work for LGBTQ Equality. The 2020 Corporate Equality Index, administered by the Human Rights Campaign Foundation, rated 1,600 businesses on LGBTQ policies and practices.

Jonathan Van Etten, national co-chair of KP Pride, Kaiser Permanente’s business resource group for LGBTQ employees and their allies, said, “I’m proud to work for an organization where I feel seen, understood, and included and that feeling is reflected in our ability to provide high-quality care to our diverse members, patients, and communities.” With over 900 members, KP Pride advocates for Kaiser Permanente’s LGBTQ community and provides support through networking, professional development, and volunteer opportunities.

Kaiser Permanente has recently voiced support publicly for the LGBTQ community, including a statement about our continued commitment to transgender equality in response to the U.S. Department of Health and Human Services’ final rule removing protection for gender identity and sexual orientation under the existing nondiscrimination provision of the Affordable Care Act. Kaiser Permanente CEO and chairperson Greg A. Adams recently made a statement praising the Supreme Court’s decision to protect gay and transgender employees from workplace discrimination.

Delivering a compelling value proposition

In the wake of COVID-19, Kaiser Permanente launched a campaign called #TogetherWeThrive to remind the public to do their part in slowing the spread of COVID-19. People were encouraged to stay safe by practicing social distancing, wearing a mask, and getting a flu shot. Videos featured voices from a diverse group of people — doctors, nurses, specialists, and health care leaders — that reminded our members and communities to stay diligent. The messages ran over several weeks across TV, online, radio, and social media, including a version for our Spanish-speaking communities.

Stronger communities together

Community health is core to Kaiser Permanente’s mission, because healthy individuals need healthy communities and healthy communities need healthy people. To improve community health, we must ensure health access by providing Kaiser Permanente members and our safety-net partners with integrated clinical and social services, advance the future of community health by innovating with technology and social solutions, and improve conditions for health and equity by engaging members, communities, our workforce, and our organization’s considerable assets. In 2019, our Community Benefit program spending reached $4.1 billion to advance health in the places we live, work, learn, and play.

In response to the COVID-19 pandemic, economic collapse and social unrest, Kaiser Permanente has revamped and doubled down on charitable and organizational support to increase access to high quality health care services and supports for the nation’s most vulnerable populations and those disproportionately impacted by the pandemic. Major initiatives to support communities include:

- $8.15 million to support dozens of nonprofit and community-based organizations whose programs address systemic racism and its accompanying trauma on individuals and communities of color—the first round of grant funding from our $25 million announced in our equity commitments
• 46 grants that total $6.3 million to strengthen COVID-19 prevention and response for people experiencing homelessness across our regions and markets

• Commitment of $63 million to support California’s contact-tracing work in order to reduce the number of Californians who contract COVID-19

Leveraging our buying power to improve total health

Creating economic opportunity is a core tenet for improving conditions for health and equity in our communities. As a large organization in our communities, we have the potential to drive wealth and health through our purchasing. Our approach to purchasing, or impact spending, is to maximize the power of Kaiser Permanente’s overall spend to drive both business and social value. To focus even more on making every dollar count, we are optimizing our annual product and services spend for:

• **Community impact**: Diverse spend with small suppliers and direct economic impact by the support of suppliers and the creation of jobs in the communities we serve.

• **Environmental sustainability**: By 2025, ensure that a minimum of 50% of all the products we procure meet 11 environmental requirements around safer chemicals, less land fill impact, etc.

• **Affordability**: Continue to leverage our total volumes to procure better product and services pricing.

We reached $2.56 billion of spend with diverse suppliers in 2020 and our Tier II program netted $500 million of spend with diverse suppliers by Kaiser Permanente primes on our behalf. We certified that 23% of our product purchases met our environmentally preferred purchasing standards for chemicals of concern and waste criteria. In response to the economic uncertainty caused by the COVID pandemic, we delivered a wide range of training to at-risk small and diverse suppliers, provided access to in-depth supplier development opportunities, and developed and deployed a Resilience Toolkit to support suppliers in our communities. Through these efforts, as well as our implementation of 10 Inner City Capital Connection programs focused on building capacity with inner city businesses, we were able to help over 2,100 suppliers maintain and grow their businesses.

Equity, inclusion, and diversity infrastructure

Kaiser Permanente’s equity, inclusion, and diversity infrastructure consists of multiple groups and programs in our regions and national functions. This broad infrastructure of diverse leaders and champions enables collaboration across the organization to execute and advance Kaiser Permanente’s EID strategy. Ensuring implementation of that strategy is the responsibility of the following:

• **Board of Directors, Kaiser Foundation Hospitals and Health Plan, Inc.** — The Board of Directors approves policy and direction.

• **Executive Equity, Inclusion, and Diversity Council** — This C-level group provides enterprisewide oversight for the execution of our EID strategy. This council consists of our CEO, Chief Equity, Inclusion and Diversity Officer, co-CEO of the National Permanente Executive Committee, Chief Human Resources Officer, and a Regional President.

• **National Equity, Inclusion, and Diversity Function** — This department operationalizes the company’s EID strategy across the organization by developing and integrating initiatives and providing consultation. NEID is currently implementing a Center of Excellence service delivery model across the function to create greater operational efficiency and to ensure services are meeting the evolving business needs of the organization.

• **Regional Equity, Inclusion, and Diversity Councils and Leaders** — Regional EID leaders and teams drive the successful development, strategic alignment, and integration of regional strategies. Regional Equity, Inclusion, and Diversity Councils are made up of employees and physicians representing a wide variety of business and care delivery areas within each region. The councils aspire to improve the quality of care for all members, grow membership in targeted diverse populations, and enhance the skills and satisfaction of staff and physicians.
• **Business Function Equity, Inclusion, and Diversity Councils and Leaders** — Several national business functions have EID leaders and councils that align their work with the EID strategy. The councils engage employees through the lenses of equity, inclusion, and diversity, and they have the support and commitment of leadership, with accountability for diversity-related goals.

**Conclusion**

These highlights demonstrate Kaiser Permanente’s long standing and ongoing commitment to equity, inclusion, and diversity. In 2020 we reaffirmed that we stand against all forms of injustice and discrimination, and that we stand for equity and inclusion for all.

"We are facing a pivotal moment in U.S. history," said Ronald L. Copeland, MD, FACS, chief equity, inclusion, and diversity officer. "We must seize this moment to disrupt the status quo. We must face this awe-inspiring challenge, recognizing and acknowledging past injustices and rising up with a belief and commitment to make meaningful differences and changes, both at an individual level and at scale."