



Kaiser Permanente

2020 Annual Report

Kaiser Permanente is improving the health of our members and the communities we serve.

Leadership message

In 2020, Kaiser Permanente marked the 75th anniversary of our founding as a nonprofit integrated health care provider. We also fought a deadly global pandemic, the likes of which the world has not seen in more than 100 years. The COVID-19 pandemic challenged every part of Kaiser Permanente to rise to our calling and deliver on our mission like never before. We are humbled by the tremendous skill, strength, compassion, and courage the people of Kaiser Permanente demonstrated every day in the face of this public and global health crisis.

Our highest priorities continued to be our unwavering commitment to providing high-quality, affordable care to our members, patients, and communities equitably and safely, while protecting our health care workers from harm.

In each stage of the pandemic, Kaiser Permanente's dedicated physicians and employees did an outstanding job delivering virtual and in-person care while also providing COVID-19 testing and treatment, and in December, the first vaccinations.

- Kaiser Permanente expanded and adjusted hospital, clinic, and virtual care operations to safely care for almost 600,000 patients with COVID-19 during 2020. We established mobile hospitals, doubled hospital bed capacity, and built new testing capacity. We made significant investments in people, facilities, equipment, supplies, and virtual technologies to support patient care and the safety of members, employees, physicians, and the public.
- We dramatically expanded our ability to offer care virtually, providing more than 31 million scheduled video and telephone visits to patients in 2020.
- As our nation's economy was forced to contract and millions of people lost their jobs and employer-sponsored health coverage, we offered testing and treatment of COVID-19 at no cost, and we worked with our patients and members to help them keep their coverage.

- Our scientists and clinicians worked with experts, the Centers for Disease Control and Prevention, and National Institutes of Health on the very first vaccine trials starting in March 2020, and participated in research throughout the year into various potential therapies to treat COVID-19.

Our accomplishments reflect the strength of our integrated model amid the unparalleled challenges of fighting COVID-19. We have been able to respond as an enterprise with speed, focus, and impact. The interconnectedness and interdependence of the hospitals, health plan, and medical groups that make up Kaiser Permanente have advanced our efforts to operate seamlessly as an enterprise.

Tragic events across the country in 2020 sparked massive demonstrations and demands for our nation to change and to address racial inequities, social injustice, and systemic racism. This has become a movement and a moment — perhaps a pivotal moment in our nation's evolution — when we are all called upon to take action, to make progress and changes. At Kaiser Permanente, we heard and felt this call deeply, and chose to deepen our commitment to equity, inclusion, and diversity, and demonstrate clearly that our organization stands with those who are fighting for equity and social justice. We announced a series of actions beginning in June 2020 to do more to address equity and systemic racism and remove some of the long-standing obstacles that have prevented communities of color from achieving total health. Among our actions was a commitment to provide \$100 million in investments and grants to fight racism and address the trauma it creates, and to promote economic equity in communities that have been held back. We have more to do, just as our nation has more to do to address these fundamental challenges.

Kaiser Permanente made progress in much of our other work, as well. In spite of the pandemic, the first class of students at the

Kaiser Permanente Bernard J. Tyson School of Medicine safely started in August 2020. Our initiatives to address the social health of our patients, members, and communities not only continued in 2020, but expanded across the enterprise, and we're just beginning. Because we are increasingly screening for social health needs and risks across care delivery, we've connected our members, patients, and community-based resources and partners to close more gaps in social health needs — including those related to housing, financial,

transportation, food, and more.

This report offers a summary of the progress our organization and our people made in 2020, in the face of the pandemic, to continue to advance our [75-year mission](#) to deliver high-quality, affordable health care and improve the health of our members and the communities we serve. We will continue our efforts to shape the future of health care in this nation with more people and communities benefitting from our leading model.



Greg A. Adams
Chair and Chief Executive Officer



Imelda Dacones, MD
Chair, National Permanente Executive Committee,
The Permanente Federation, LLC; President and CEO,
Northwest Permanente, P.C.

The COVID-19 pandemic in 2020

In early January 2020, Kaiser Permanente's infectious disease experts and crisis management leaders were following news of a fast-spreading, novel coronavirus halfway around the world. We were increasingly concerned by the virus' severity and ability to spread quickly and followed developments closely. By mid-February, Kaiser Permanente caregivers were treating people with confirmed COVID-19 cases in California, and by March in multiple states as the virus spread rapidly across the United States, and the world.



A year of challenges

Over the course of the year, the fight against this new, deadly virus took several forms, including initial public health containment initiatives to stop or slow the spread, intensive efforts to learn how to treat infected people, and federal action to accelerate vaccine development. Health care providers, including Kaiser Permanente, had to take significant steps to protect the front-line health care workforce and at the same time care for patients who needed non-COVID-19 treatment, when in-person access was

curtailed due to public health orders. While public health experts, scientists, and medical professionals were consumed with mitigation efforts, the pandemic's impact broadened. Our economy suffered and triggered job losses, school campuses closed creating a crisis for working families, and for others — especially seniors — isolation from family and loved ones wore on mental and emotional health. Whole communities suffered as a result, with disproportionate harm to Black, Latino, Hispanic, and other communities of color.

Kaiser Permanente activated its 24/7 national command center in early February 2020, to help the organization prepare for an anticipated surge in cases requiring hospitalization. The focus at the outset, and throughout the year, was on providing the right care to patients; ensuring the safety of patients, employees, and physicians; promoting public health messages regarding mask use and social distancing; and helping communities through the emotional and social trauma of the pandemic and the damage it brought. The organization faced several new and specific challenges.

Supply chain

An early, emerging reality was the fragility of the global supply chain — the ability for organizations to locate, buy, and receive equipment crucial to patient care and worker safety. There were months-long, worldwide shortages of respirators, oxygen, protective masks, gowns, and gloves, as well as testing



swabs, chemicals, vials, and analyzers, and much more. Fraud, theft, mislabeling, manufacturing flaws, and hoarding all occurred, and posed significant hurdles. At the same time, we were deeply moved by the outreach of our labor partners, communities, members and customers, and employees who all pitched in to find and deliver critical personal protective equipment to the doorsteps of our medical centers.

Testing for the virus

In the first few months of the pandemic, only government labs were allowed to analyze patient test samples to identify infections. Eventually, health care providers and private labs were given permission to conduct testing, although the global shortages of test machines and necessary equipment and supplies made this challenging. Kaiser Permanente worked with all major vendors to buy high-capacity testing equipment and point-of-service devices; acquire COVID-19 diagnostic kits, swabs, and chemicals; build dedicated testing lab space; and stand up a variety of testing locations, including having among the first drive-thru testing facilities. By the end of 2020, Kaiser Permanente had administered 4.8 million diagnostic tests nationally, contributing substantially to community testing capability, as every test we were able to conduct for our members reduced the time and resources expended by public testing programs.

Delivering care during lockdown

Federal, state, and county public health orders required most nonurgent care to be postponed for the first several months of the pandemic, and we were allowed to only gradually reopen our facilities. These health orders were intended to protect patients from being exposed to the virus, and to preserve scarce resources and staff needed to care for people infected with the coronavirus. In response, Kaiser Permanente significantly and rapidly expanded its capacity to offer telehealth appointments via video and phone, enabling patients to continue to access the

care they needed. Telehealth was the method for about 15% of appointments in 2019, and that method of care peaked at about 80% during the early part of the pandemic. By the end of 2020, Kaiser Permanente caregivers had provided more than 31 million telehealth visits, enhancing care while providing increased safety and convenience for members. In addition, Kaiser Permanente members were able to visit the kp.org member portal and mobile app more than 423 million times, to send secure messages to clinicians, view lab results, fill 42 million prescriptions, and more.

Taking action to improve lives

Beyond addressing the many specific challenges the pandemic caused, Kaiser Permanente took action to make progress and improve lives in a number of areas.

Research to test vaccines and find treatments

Scientists across Kaiser Permanente worked closely with our clinicians and external partners to better understand COVID-19 and develop tools to prevent and treat the disease. On March 16, 2020, Kaiser Permanente medical scientists gave the first-ever injection of a potential vaccine for COVID-19 to volunteers in a federally sponsored clinical trial. This was just days after the global pandemic had been declared by the World Health Organization. The first injection ultimately led to the successful deployment of the vaccine developed by Pfizer and BioNTech.



The guidance on how to safely care for people with COVID-19 changed often in the early days of the first surges of patients sickened by the virus. Analyzing COVID-19 guidelines from federal, state, and local health agencies became a new focus. As the year progressed, our researchers launched several clinical trials for investigational drugs and other therapeutic strategies. We were able to move swiftly to open these trials at many locations, due to the integration between our care delivery system and research programs.

As vaccination got underway at the end of 2020, Kaiser Permanente research scientists began participating in dozens of research projects to continue monitoring vaccine safety and effectiveness, including tracking any rare and adverse health effects.

Protecting and honoring health care heroes



From the very outset of the pandemic, Kaiser Permanente worked relentlessly to ensure its health care workers were protected while they delivered care. We followed the science, guidelines from the Centers for Disease Control and Prevention, and the expertise of our internal infectious disease leaders to ensure we were protecting our teams and providing safe and effective care to our patients. This required procuring millions of items of personal protective equipment and supplies, at a time of worldwide scarcity. We developed and trained in best practices for infection prevention, brought in additional staffing, and built out new facilities. The collaboration and full engagement of our labor

leaders and partners was instrumental to this work.

As Kaiser Permanente's physicians, nurses, and other front-line staff delivered expert and compassionate care throughout the pandemic, tens of thousands of other Kaiser Permanente employees were working day and night to support them. From information technology to member services, pharmacy and laboratory services, facilities services and administration, all were focused on the health and safety of our members, patients, and staff.

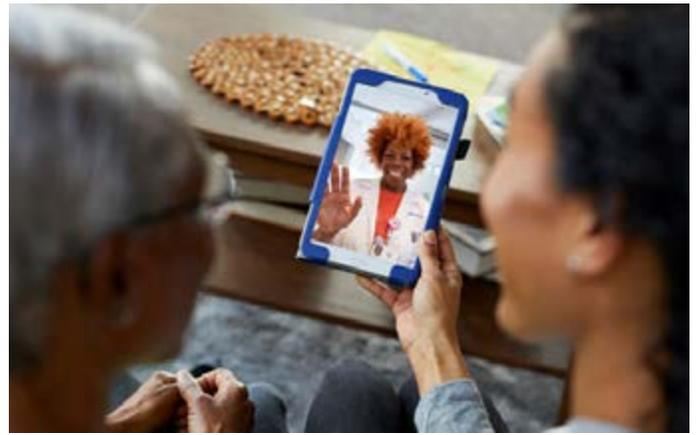
We recognized early on that many of our staff members were managing sudden and sometimes difficult changes in their personal and family lives while taking on the pandemic challenges at work. To further support our teams while fighting this crisis, Kaiser Permanente established in April 2020 an expanded set of special benefits to help address some of the challenges and uncertainty caused by this pandemic. Over the course of 2020, we provided \$375 million in these benefits including housing assistance, child care grants, and 2 full weeks of additional paid leave for COVID-19 illness and exposure.

We are deeply appreciative of the extraordinary commitment and dedication of all Kaiser Permanente employees and physicians throughout the pandemic.

Protecting health care from being overwhelmed

At the start of the COVID-19 pandemic, Kaiser Permanente undertook a massive, coordinated response to the disease and prepared against the potential that it would overwhelm America's health care system. We reconfigured our hospitals, constructed new temporary care space, procured and staged equipment, and took countless other actions to deliver care that was needed, and to prepare for the high number of patients who needed hospitalization.

Finding the best ways to safely treat the



alarmingly rapid influx of patients led to several innovative solutions:

- Using portable structures outside emergency rooms to separate patients with COVID-19 from patients with other emergent situations
- Turning offices and conference rooms into hospital bed space
- Shifting care to nontraditional facilities like hospital ships and tents set up on soccer fields
- Quickly expanding our telehealth capacity to treat people in the safety and convenience of their own homes
- Working with partners to reopen a shuttered Los Angeles hospital in record time

We leveraged the flexibility of our team-based staffing to adjust and align the right health care professionals with the unique needs of each patient. By the end of the year, we had cared for almost 600,000 patients with COVID-19, including delivering intensive hospital care to nearly 33,000 patients infected with the virus.

Helping our members and communities

Kaiser Permanente has been deeply engaged in multiple efforts to help our members and communities prepare for and manage through this public health crisis. To alleviate the cost burden and stress of paying for care and to ensure that no member shied away from seeking help, we waived out-of-pocket costs for inpatient and outpatient services related to the testing and treatment of COVID-19.

A disproportionate share of COVID-19 illnesses and deaths have occurred among Black, Latino, and other communities of color. At the same time, far too much of the economic harm caused by the pandemic fell on these same communities. Although racial and ethnic health disparities have existed for a very long time, they have become a national conversation, highlighted and examined anew due to COVID-19. Kaiser Permanente has always had a deep and abiding commitment to health equity, long before this pandemic. Our membership comprises nearly 40% people of color, its linguistic diversity exceeds 130 languages, and our total workforce composition reflects and frequently exceeds the diversity of the communities we serve. We are ideally positioned to lead the nation's efforts to provide culturally responsive care to reduce and ultimately mitigate health disparities.



During 2020, Kaiser Permanente provided tens of millions of dollars in grants, investments, and shared information, knowledge, and other tools to the health care safety net and our communities to reduce the harm caused by COVID-19. Our scientists and physicians have also undertaken a wide variety of new research to advance understanding of the disparate effects the virus has had on Black, Latino, and other communities, in terms of infection rates, severity of illness, access to care, and recovery. To learn more about our efforts, see our [2020 Community Health Snapshot](#).

Emerging challenges

As 2020 came to a close, the pandemic continued to present many new challenges, including successful vaccine administration and promoting vaccine confidence. At Kaiser Permanente, we are using population data and mapping tools to monitor vaccination rates, deliver tailored outreach and education to our members and communities, and provide timely and equitable vaccine administration.

Another emerging challenge is the long-term health effects the virus has on some people who have been sickened by COVID-19. This challenge is likely to come into greater focus as the acute aspects of the epidemic recede. Our physicians, scientists, and care teams are working alongside the rest of the medical community to learn more and develop treatments for our patients. We are using our longitudinal clinical database to study and monitor these prolonged health outcomes so we can best anticipate care needs.

Lessons learned so far

Kaiser Permanente has decades of experience confronting infectious disease epidemics and deep expertise in strategizing and executing responses to health crises. The past year confirmed that Kaiser Permanente's integrated model of care and coverage was very well suited to address the challenges presented by this global pandemic. We not only met these challenges, but through innovation, dedication, and practical commitment, we laid the groundwork for many future improvements in care delivery.

The last year changed our lives in many unexpected ways. We are deeply grateful to our medical teams, staff, and employees for all they have done to care for and protect our members, patients, communities, and each other, during this unprecedented time.

Leaders in quality and service

Our commitment to delivering high-quality care is one of the foundations of Kaiser Permanente's 75-year mission.



We strive to deliver care that is safe and effective, timely and efficient, person-centered and equitable.

The COVID-19 pandemic posed a significant challenge to our ongoing efforts to deliver the right care, at the right time, in the right setting. Public health stay-at-home orders mandated the suspension of most in-person, nonurgent care for months. Already a leader in offering a variety of telehealth capabilities for our members and patients, we expanded our virtual capacity so that our highly trained clinical teams could deliver care to our members and patients. We found a way to safely provide care, from preventive care to advanced treatment of complicated and chronic health conditions. As a result, about half (48%) of our ambulatory care visits in 2020 were conducted virtually by video or scheduled phone call. Overall, Kaiser Permanente provided more than 31 million scheduled phone and video visits in 2020, including a 28-fold increase in video visits over 2019, as members embraced telehealth options for safety, quality, and convenience. As soon as we were allowed to resume in-person, nonurgent care, we did so in a safe, expeditious, and coordinated manner to protect our patients, staff, and communities.

Our remote patient monitoring programs help empower members who have diabetes, hypertension, or congestive heart failure, or who are pregnant or postpartum to better manage chronic conditions by securely sending health data to their care providers, where it's then uploaded to their electronic health record. In 2019, before the pandemic, a monthly average of approximately 17,000 members were actively using remote patient monitoring programs. In 2020, that number jumped almost 90% to a monthly average of

nearly 33,000 members.

Kaiser Permanente has decades of experience confronting highly infectious diseases. We were engaged in nearly every aspect of the health care response to the pandemic, including prevention, screening, testing, treating, prescribing, hospitalizing, vaccinating, and recovering associated with the virus. During 2020 we cared for nearly 600,000 patients with COVID-19, including close to 33,000 who required hospitalization. We



34

Quality measures in which we are rated number 1 in the nation by NCQA (National Committee for Quality Assurance)

32

Hospitals rated "high performing" in U.S. News & World Report

9

Kaiser Permanente regional research centers

185

Full-time researchers

1,925

Publications

\$139M

Federal funding for research

\$99M

Kaiser Permanente support for research

2,355

Studies underway (including clinical trials)

10

Consecutive years earning Pharmacy Quality Alliance "Excellence in Quality" Award (Medicare Advantage Drug Plans)

administered 4.8 million COVID-19 diagnostic tests, and were among the first health care organizations to begin administering vaccines when they became available in December 2020. We increased treatment space and supplies to help manage the initial outbreak and retained expanded capabilities to help meet the evolving demands of the pandemic. We also ensured that members diagnosed with COVID-19 did not have to pay copays or other cost share related to their medical care

and treatment of COVID-19, including the cost of hospitalization.

Our care quality performance and member satisfaction ratings are consistently among the highest in the nation. We measure and track our performance on behalf of our members and patients, both to confirm what is working well and to determine where we can continue to improve.



Kaiser Permanente believes that total health is more than freedom from physical affliction. It's about mind, body, and spirit. Our work demonstrates that we strive to provide total health for our members and our communities.

We believe that everyone is entitled to total health, and that includes equal access to high-quality health care. Kaiser Permanente's model of integrated care and coverage supports total health by helping prevent disease, heal illness and injuries, manage complex and chronic conditions, support emotional well-being, improve mental health, and encourage healthy lifestyles. This is how we help our members and communities thrive.

The COVID-19 pandemic revealed and also confirmed some of the inequities in our society and in health care today. A disproportionate burden of COVID-19 illnesses and deaths has fallen on Black, Latino, and other underrepresented and historically marginalized communities.

To help counteract disparities in COVID-19

Better health for all

We are committed to helping our members and communities enjoy healthy, engaged lives.



120K

Babies delivered

2.3M

Colorectal cancer screenings*

1.7M

Cervical cancer screenings*

1.1M

Mammograms completed*

93.4M

Prescriptions filled

*Data from 2020 National Committee for Quality Assurance Healthcare Effectiveness Data and Information Set

health outcomes, Kaiser Permanente took action, including:

- Increasing awareness of, and education about, COVID-19 stigma, disparities, and mitigation strategies for our physicians, staff, and employees

- Using our state-of-the-art, culturally appropriate, virtual care toolkit to help support our members, patients, employees, and communities during the COVID-19 pandemic
- Establishing a health equity advisory council to expand our identification of care disparities beyond our current quality measures

Kaiser Permanente has a long history of deep and abiding commitment to health equity. People of color make up more than 47% of our membership, and our workforce reflects and frequently exceeds the diversity of the communities we serve. We were ideally

positioned to help lead the nation’s efforts in providing culturally responsive care to help reduce and mitigate health disparities, both prior to and during the COVID-19 pandemic. We’re a recognized leader in eliminating care disparities, and we continue to drive progress by addressing care gaps among underserved populations.

Caring for our members and patients, working toward healthier outcomes, and improving access to high-quality care for more Americans drives us. Kaiser Permanente is focused on delivering better health for our members and communities.

75 years of innovation

We leverage our integrated care delivery system, highly skilled physicians, and data-rich model to help improve health care.



Kaiser Permanente began 75 years ago as an innovative reimagining of the existing system of health care. We have remained an innovation leader ever since.

As a result of the changes that occurred during the pandemic, health care itself will evolve going forward. Many innovations in care already underway at Kaiser Permanente were accelerated by the pandemic, and there will be more.

As a part of our mission, we continue to invest in technology, and build and improve care facilities, to deliver high-quality, affordable, and convenient care to more people. Kaiser Permanente’s longtime commitment to investing in technology helped support a rapid ramp-up to meet increased telehealth and remote care needs during the COVID-19 pandemic, including for counseling and therapy. In 2020, Kaiser Permanente provided



488M

Visits to kp.org

42M

Prescriptions filled online

7.7M

Members registered on kp.org

6.9M

Video visits

42.4M

Secure emails sent

6.4M

Appointments scheduled online

60.6M

Lab test results viewed online

Note: Data in this section does not include Kaiser Permanente Washington.

more than 31 million scheduled phone and video visits and nearly 4.6 million e-visits, enhancing care while providing increased safety and convenience for our members.

Over the course of the year, we enabled a 28-fold increase in video visits over 2019, as members embraced telehealth options for safety, quality, and convenience. We helped our members sign in to the kp.org member website and mobile app more than 423 million times for activities such as sending secure messages to clinicians, viewing lab results, and filling 42 million prescriptions. We have also made mental health apps available to members to use on their own or under the guidance of a clinician — at no additional cost.

Our research institutions are among the nation's most productive and — armed with one of the world's largest sets of medical data — help advance care and deliver better

outcomes, improve and innovate our current model, and develop solutions that improve the health of our members, patients, and the communities we serve.

Our researchers and physicians worked together with our organizational leaders and external partners to improve our understanding of COVID-19 regarding prevention, screening, diagnosis, disparities, comorbidities, antibodies, and treatment. Our researchers and physicians participated in clinical trials to help develop successful new vaccines at record speed, and also helped study investigational drugs and other therapeutic strategies. Kaiser Permanente serves a large and diverse population, and its integrated care system is uniquely positioned to help evaluate the safety and effectiveness of vaccines. Our researchers have been conducting this kind of research for 30 years.



Kaiser Permanente's commitment to improving conditions for health in our communities extends beyond the delivery of health care and is another foundational part of our 75-year-old mission.

We work to help address the economic, social, and environmental conditions that are important drivers of community health.

The COVID-19 pandemic has underscored deep-seated inequities in health care for communities of color and amplified the social and economic disparities that contribute to poor health outcomes. In response, Kaiser

A community of total health

We believe that by addressing the root causes of poor health we can help improve total health for everyone.

Permanente leveraged its resources to help support the needs of communities that have been disproportionately affected by the pandemic — to improve health for all.

To help protect our most vulnerable communities, Kaiser Permanente provided resources to strengthen COVID-19 prevention, treatment, and response for people across our communities. We provided funding to enable communities to respond to specific local needs, such as expanding testing, enhancing coordination with local public health departments, reaching out to people experiencing homelessness, and building

capacity for community-based health care providers. We committed to awarding grants to safety net organizations to help support people with low incomes and who are uninsured, and people experiencing homelessness with continued access to high-quality telehealth, even after the pandemic ends.

As part of, and in addition to, our work addressing the effects of the pandemic, our initiatives focus on tangible areas where we can engage nonprofit community partner organizations to help develop real economic opportunities; expand access to stable and affordable housing; nurture safe, healthy, and successful schools; tackle harmful environmental challenges; and increase the availability of nutritious food.

Kaiser Permanente has committed significant resources to support the critical work of public health departments' contact-tracing efforts in California, to help reduce the number of people who contract COVID-19, including within communities that have been disproportionately affected by the pandemic.

We provided support for comprehensive COVID-19-prevention campaigns, including education and other forms of outreach to foster confidence in and adherence to public health behaviors for communities facing challenges to recover from the pandemic's devastating impacts.

Kaiser Permanente announced new grant funding to address systemic racism and the persistent lack of economic opportunities that prevent communities of color, and especially Black communities, from achieving total health. We also committed to awarding grants targeted to help break the cycle of trauma and stress driven by racism that leads to poor health outcomes.



1M

People served by Medicaid and Children's Health Insurance Program

562K

Students, teachers, and school staff served by Thriving Schools

410K

People served through Medical Financial Assistance

18K

People served through Charitable Health Coverage

\$2.56B

Amount spent with women- and minority-owned businesses

100%

Purchased electricity covered by Renewable Energy Credits

49%

Nonhazardous waste reused, recycled, or composted

\$3.6B

Spent on community health

In September 2020, Kaiser Permanente became the first health care organization in the United States to achieve carbon-neutral status, through long-term renewable power purchase agreements, improved energy efficiency, onsite renewable energy generation, carbon offsets, and other tools.

Our work is highlighted in our annual [Community Health Snapshot](#).

Extraordinary people

The COVID-19 pandemic tested our strength, resilience, and compassion and revealed how extraordinary our people are.



At every level, in every type of job, we witnessed countless examples of inspiring commitment, personal courage, and selflessness, as our people worked every day to deliver care and coverage during the worst public health crisis in 100 years.

The COVID-19 pandemic was unprecedented in terms of the challenges it posed to our society, our economy, our communities, and the health care industry, including Kaiser Permanente and of course our physicians and employees. The people of Kaiser Permanente met those challenges.

We are profoundly and deeply grateful to our physicians and medical teams, staff, and employees who provided high-quality and compassionate care to protect our members, patients, communities, and each other. The extraordinary commitment and dedication of Kaiser Permanente employees throughout our response to the pandemic, especially those who have been serving on the front-line fight of this deadly virus, have been inspiring and reaffirming.

Throughout the pandemic, Kaiser Permanente's highest priority has remained the health, safety, and well-being of our employees, physicians, members, patients, and the communities we serve. At the very outset of the pandemic, Kaiser Permanente followed the science, federal and state public health guidelines, and our highly trained infectious disease leaders to protect our teams and provide safe and effective care to our members and patients. We secured hard-to-find personal protective equipment, brought in additional staffing, provided resources for child care and housing, and expanded paid leave and other benefits. Much of this we did in collaboration with our labor leaders and



12.4M
Members

217K
Employees

24K
Physicians

64K
Nurses

39
Hospitals

723

Medical offices and
other care facilities

partners. Working together, we protected our teams so they could provide high-quality care and coverage to our members and patients. As the COVID-19 pandemic evolves, we will continue to help support and protect our most critical resource: our people.

We continue to seek to work collaboratively and productively with the unions that represent our employees. Through our ongoing labor-management partnership — one of the nation's longest-standing — we share information, raise concerns, work on joint resolution of challenges, and celebrate the many successes of our dedicated workforce.

Equity, inclusion, and diversity are fundamental to our mission and our people. We strive to have a workforce that reflects the rich diversity of our members and communities, understands their needs and preferences, and delivers culturally responsive and competent care and services. We work to help create an inclusive culture that drives

collaboration, engagement, high performance, and continuous learning. We take action to promote the values of equity, inclusion, and diversity among our people and in the communities we serve.

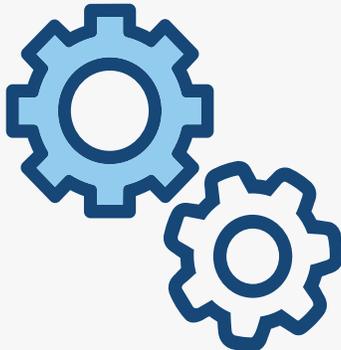
As a part of our commitment to racial equity and social justice, and to creating an inclusive, psychologically safe workplace where everyone has an equal opportunity to reach their full potential and to use their diverse perspectives and individual strengths to help support our mission, in 2020 we took the following actions:

- Conducted dialogue sessions across the enterprise focused on coping with modern-day racism in America
- Held engagement sessions with business resource group leaders to acknowledge

the current environment and provide a supportive space to discuss potential actions we can take to help support our people

- 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
- Produced the “Prioritizing Equity and Inclusion During Uncertainty” webinar series for employees and physicians
- Launched Belong@KP, a multiyear program to help combat bias, racism, and social injustice, and to promote an environment where everyone feels they are valued and treated fairly, and that they belong
- Expanded efforts to help identify, recruit, develop, mentor, assess, and retain diverse talent

Financials



\$88.7B

Operating revenues



\$2.2B

Operating income



\$6.4B

Net income



\$4B

Capital spending



\$3.6B

Spent on community health programs, 4.1% of operating revenues

About Kaiser Permanente

For 75 years, Kaiser Permanente has been committed to shaping the future of health and health care — and helping our members, patients, and communities experience more healthy years. We are recognized as one of America’s leading health care providers and

not-for-profit health plans. Since July 21, 1945, Kaiser Permanente’s mission has been to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. As of December 31, 2020, we had 12.4

million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group physicians, specialists, and team of caregivers. Our caring medical teams are empowered and supported by industry-leading technology

advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

Leadership team (as of December 31, 2020)

Board of Directors, Kaiser Foundation Health Plan, Inc. and Hospitals

See our [current board](#)

Greg A. Adams
Chair and Chief
Executive Officer

Ramón F. Baez
David J. Barger
Regina M. Benjamin, MD, MBA
Jeff Epstein
Leslie S. Heisz
David F. Hoffmeister

Judith A. Johansen, JD
Meg E. Porfido, JD
Matthew T. Ryan
Richard P. Shannon, MD
Cynthia A. Telles, PhD
A. Eugene Washington, MD, MPH

Kaiser Permanente National Leaders

See [current national leaders](#)

Greg A. Adams
Chair and Chief Executive Officer

Yazdi Bagli
Executive Vice President, Enterprise Business
Services

Anthony A. Barrueta
Senior Vice President, Government Relations

Vanessa M. Benavides
Senior Vice President, Chief Compliance and
Privacy Officer

Andrew Bindman, MD
Executive Vice President, Chief Medical Officer

Bechara Choucair, MD
Senior Vice President, Chief Health Officer

Jeff Collins
Regional President, Northwest

Diane Comer
Interim Chief Information Officer

Catherine Hernandez
Senior Vice President, Chief Communications
Officer

Kim Horn
Executive Vice President, Group President,
Markets Outside California

Linda Horne
Senior Vice President, Business Optimization
and Redesign

Kathy Lancaster
Executive Vice President, Chief Financial
Officer

Janet A. Liang
Executive Vice President, Group President and
Chief Operating Officer, Care Delivery

Christian Meisner
Senior Vice President, Chief Human Resources
Officer

Julie Miller-Phipps

Regional President, Southern California and Hawaii Market

Susan Mullaney

Regional President, Washington

Carrie Owen Plietz

Regional President, Northern California

Michael Ramseier

Regional President, Colorado

Jim Simpson

Regional President, Georgia

Permanente Medicine

Permanente Medical Group Leaders

Imelda Dacones, MD

President and CEO,
Northwest Permanente, P.C.

Edward M. Ellison, MD

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