



2024 Annual Report

Kaiser Permanente was founded on a better idea for health care, to deliver personalized, seamless, and integrated experiences that focus on the whole person and keep communities healthy.



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THE YEAR IN SUMMARY

In 2024, we continued to set the national standard for value-based care, focusing on proactive, preventive, and evidence-based approaches that put people first.

Kaiser Permanente's mission of providing high-quality, affordable health care and improving the health of our communities guided our work in 2024, just as it has for 80 years.

Our model of integrated care and coverage, delivered by our skilled, compassionate care teams and the workforce that supports them, results in some of the best health outcomes in the country. Kaiser Permanente was again rated among the highest-performing health plans and hospitals in the United States.

We measure the quality of our care based on health outcomes, because what matters most is getting well and staying healthy.

We continue to strive to innovate and improve. We worked to improve our members' care and service experiences, in every setting and every interaction. And Kaiser Permanente's experts led the way in responsible use of artificial intelligence, rolling out new AI-powered clinical documentation tools to make care more personal and connected.

In 2024, we sharpened our focus on improving health outcomes for Medicaid members nationwide, and launched an expansion of our Medi-Cal care and coverage in California. We strengthened our national model for mental health and addiction care, emphasizing early detection, personalized treatment, and stigma reduction.

We are driven by our mission to help as many people as possible gain access to affordable, high-quality care. Kaiser



Permanente provided health coverage to 1.5 million people through Medicaid and the Children's Health Insurance Program, and \$1.2 billion in medical financial assistance to nearly 1 million patients in need of help. Our investments in technology expanded virtual care, with 22.9 million scheduled phone and video visits and 128,000 prescriptions filled by mail each day. In 2024, 2 nonprofit health systems became part of Risant Health, which we created to bring together like-minded organizations, increase access to value-based care and coverage, and raise the bar for approaches that bring the best health outcomes.

We never forget that part of our mission is to reach beyond the hospital walls to improve the health of the communities we serve. In 2024, our investments in affordable housing, food security, and public health partnerships addressed deep-rooted challenges and improved community well-being. Kaiser Permanente also cofounded the Common Health Coalition to strengthen public health systems for the future.

None of our care, service, innovation, or success happens without the dedicated people of Kaiser Permanente, who live our shared mission every day. We're proud to have one of the most union-represented workforces in the country. Our collaborative initiatives promoted safety, wellness, and mental health across the organization. Our inclusive culture and workforce development programs enabled tens of thousands of employees to advance their careers in 2024.

We are honored to have earned the trust of millions of people for their health. We will work hard to continue to earn and keep that trust in the years ahead. This report highlights some of the work our people accomplished in 2024 that was part of how we live up to our mission, improve health, and meet the needs of our members, customers, and the communities we serve.



QUALITY

Leading with care

We deliver better health outcomes for our members.

Since 1945, we've led the way in delivering care that puts people first. Our evidence-based, proactive, preventive care helps our members stay healthy and get the care they need to live well.

By connecting care with coverage, we make sure people get the right care, at the right time, in the right place. We call this value-based care – an approach that extends beyond hospital walls to support communities and address the social factors that affect health.

Today, we continue to define for the nation what true value-based care means. It's not just a payment model, but a philosophy that aligns all parts of health care, improves outcomes, and puts people, not procedures, at the center of our care.

Measuring quality

We use data to evaluate the quality of care we provide and whether it's helping our members get and stay healthy. This helps us find and close gaps in care, so everyone has a fair chance at better health.

We regularly look at key health measures for our members – such as cancer survival, how well depression treatments are working, and how often we perform cesarean sections. These reviews show us what's working and where we can do more to support all our members' health.

We've made strong progress in helping our members manage high blood pressure and diabetes and get screened for colorectal cancer. While we're proud of this progress, we're

committed to doing even more to help all our members live healthier lives.

We’re working with the Institute for Health Metrics and Evaluation to study how many years of life people lose due to specific health conditions. This health outcome-based research could transform how we measure health care quality – and how we show value to our members.

In 2024, we began providing Medi-Cal care and coverage through a direct contract with the California Department of Health Care Services. This expanded our high-quality care and services in all 32 California counties in which we operate. It also allowed us to support safety-net providers in improving care for all Medi-Cal enrollees.

In 2024, we sharpened our focus on improving the health of our Medicaid members across the country. We track key measures like childhood immunizations, colon and cervical cancer screenings, blood pressure and diabetes control, prenatal and postpartum care, and depression screenings and follow-ups. We compare this data to national benchmarks and to results from members with other types of coverage. This helps us find ways to improve care for our Medicaid members and make the most of Medicaid-specific benefits that support better health.



Mental health and addiction care

We believe a person’s physical health, mental health, and social health are all connected and essential to a person’s overall well-being. We’re proud to offer our members a broad range of high-quality mental health and addiction care services.



112
Quality measures
in which we’re
rated first by NCQA*



37
Hospitals rated
“high performing” in
U.S. News & World Report

\$360M
Funding
for research

1.7M
Cervical
cancer screenings

111.1M
Prescriptions filled

1.2M
Mammograms

*Includes our Medicare and commercial plans

We're working to change the conversation about mental health by encouraging a more open, proactive, and positive approach to treatment and recovery. We've spent decades building a national model for mental health and addiction care services that emphasizes evidence-based, patient-centered care.

We offer mental health care that focuses on early detection, personalized treatment, patient empowerment, and support designed to help reduce stigma and fear, increase hope, and improve health for our members.

Quality ratings

Our members continue to rate us among the best in the country for both satisfaction and quality of care. In the 2024 health plan ratings from the National Committee for Quality Assurance report, Kaiser Permanente was again one of the [highest-rated health plans in the nation](#). Our Medicare and commercial health plans were rated highest or tied for highest in every region we serve.



Many of our hospitals are nationally ranked for delivering high-quality, safe care and service. In 2024, 20 of our hospitals were recognized for [nation-leading cancer care by U.S. News & World Report](#), and 29 were included on Newsweek's list of America's Best Maternity Hospitals.

We're proud of these achievements and continue to strive for excellence that improves the health and well-being of our members and communities.



116K
Babies
born



2.7M
Colorectal
cancer screenings



6

Consecutive years all our
Medicare and commercial
plans rated highest or
tied for highest by NCQA

HEALTH EQUITY

Improving health for all

The results we deliver truly matter to our members' health.

We believe everyone deserves a fair chance to be as healthy as possible – no matter who they are, where they come from, how much they earn, or what their beliefs. This is what health equity means to us, and it guides everything we do at Kaiser Permanente.

Equitable care isn't just about making the same services available to everyone. It's about providing care that maximizes each person's health potential.



Our population health approach enables us to do this. We regularly review clinical and scientific evidence and adjust our practices to support better health outcomes for individuals and populations. This helps us reduce inconsistencies in the care we offer different groups of people

and ensures we deliver health results that truly matter to our members.

Our value-based care approach is designed to improve health and expand access to affordable care. Providing value-based care means we offer evidence-based care, a commitment to equity and simplicity, and aligned incentives. It also means we:

- Deliver the right care at the right time
- Consider the whole person – their physical, mental, and social health
- Focus on preventing disease
- Look beyond hospital walls to address ongoing health conditions, nutrition, education, and community factors that help people stay well



We're a leader in providing high-quality care and experiences, and we continue to make progress by addressing care gaps. We aim to eliminate health disparities, which are avoidable differences in health between groups. By addressing these preventable differences, we can improve the health of all our members.



We operate one of the nation's leading health research institutions. Our research teams work together to examine how innovations in care delivery can close long-standing care gaps in our communities.

Thanks to our large, diverse, and long-term membership, we're able to study populations that are often underrepresented in research, including clinical trials. This helps ensure the treatments and care protocols we develop are safe and effective for everyone.

Social health

Social health is being able to take care of your basic needs, like having a safe place to live, healthy food to eat, enough money to pay the bills, and good relationships. When these basic needs aren't met, it can be difficult to maintain good health.

Many of our members face problems like poor housing, hunger, and financial stress. We use advanced data to find members who might be struggling, and reach out to them. We offer to help them access a robust network of local aid programs and public benefits that can support their overall health.

Early support helps prevent social health challenges from getting worse and causing more health issues. We're also creating more



ways for members to get social health support during regular care visits.

The [Kaiser Permanente Community Support Hub®](#) is available to members by phone and online. Our care and service teams also use it to find community resources to support patients' social health needs. Here are some examples of how our social health outreach supports our members.



- We ask members if they're having trouble affording or keeping their housing. If they are, we connect them to support.
- We connect members, as well as people in our communities, to no-cost legal aid to help prevent evictions and improve housing stability.
- We also connect people to resources that make nutritious food more affordable and accessible. We support programs and collaborate with organizations to help people get healthy food.

In 2024, we started a cancer support line – a phone line that patients who have cancer can call for help with nonmedical needs. For example, they can:



- Get advice about financial aid, billing issues, and health coverage
- Learn about transportation options for appointments
- Find information about emotional well-being support services and other local resources

Supporting our members

- **2.79 million** members screened for basic needs like access to housing and food
- **1.22 million** members connected to government benefits or community programs



INNOVATION

Better care, brighter future

We're always striving to advance health care, improve our members' experiences, and deliver better health outcomes.

Our integrated model, which connects care and coverage, and our value-based approach help us innovate and use technology to support care teams and provide health services when, how, and where our patients need them.

Since our founding in 1945, we've introduced many cutting-edge solutions that have improved health and health care. These innovations go beyond technology – they're designed to support and empower our members and improve health outcomes.

We continue to evolve health care based on our members' needs and preferences. We only use technology that advances our mission.

Fostering responsible AI in health care

We're leading the way in using artificial intelligence responsibly to help improve patient care and service.

AI isn't new to us. Our approach to preventive, evidence-based care has always relied on strong data and thoughtful use of technology. We continue to choose tools and services that use data safely and effectively.

AI is one of the many technologies we use to improve health care quality, safety, and efficiency.

And at Kaiser Permanente, AI doesn't make medical decisions – our doctors and care teams do. Our approach puts people at the center of decision-making.

In 2024, we rolled out a new AI-powered assisted clinical documentation tool called Abridge to make care more personal and connected. The tool uses ambient listening technology to draft clinical notes during in-person visits.



That means our doctors and other clinicians can focus more on talking with patients. They spend less time typing and more time listening, understanding, and involving patients in decisions about their care.

To guide our use of AI, we've built a process to carefully review each tool before we add it to any of our systems or workflows. We look at safety, privacy, and how well the tool supports both members and care teams. This helps us choose and monitor AI tools that truly meet peoples' needs.

Using technology to make care easier to get

As a part of our mission, we work to make it easier and more convenient for members to get high-quality care and service. In 2024, we invested in technology that helped us meet the high demand for virtual care.

We also continued to invest in new tools, equipment, and care facilities, putting our members and patients first. We know some members don't have reliable access to the internet. We're pushing for better telehealth options for them.

In 2024, we continued to make 24/7 virtual care available to members through kp.org and our mobile app. This service provides yet another way for members to get convenient, high-quality care.



6.8M
Video visits



54.7M
Prescriptions
filled online



116.3M
Lab results
viewed online



40.1M
Secure messages
sent to providers



86.9%
Members with
digital access*



13M
Appointments
scheduled online



4M
E-visits

*Of 12.4 million members

Telehealth at Kaiser Permanente is distinct because it is fully connected to our electronic health record system. This gives our doctors a complete view of a member's care – whether the visit is in person, by phone, or by video. And that means our members get care that's safe, personalized, and coordinated.

We provided more than 22.9 million scheduled phone and video visits in 2024. We enhanced our online pharmacy experience, allowing members to set up automatic refills for eligible medications, receive reminders for when to take their medication, and track the progress of their orders. We also increased our mail-order pharmacy capacity to meet higher demand – we filled an average of 128,000 prescriptions by mail each day in 2024.

Remote patient monitoring



Remote patient monitoring helps members manage conditions like diabetes, high blood pressure, heart failure, and pregnancy – from wherever they are.

Members enrolled in a remote patient monitoring program receive Bluetooth-enabled devices that securely send

health data to their Kaiser Permanente electronic health record in real time.

Care teams review the data to track patient progress and follow up with personalized advice and support.

In 2024, **more than 77,000 members used remote care programs** to help manage their health between appointments.

Research that improves lives

We conduct research out of our 8 regional research centers and the Kaiser Permanente Bernard J. Tyson School of Medicine. This helps us stay at the forefront of health care innovation.

Our research advances care and improves our members' experiences. It also helps us find ways to improve the health of our members, patients, and communities.

We combine research with clinical practices to keep improving how we deliver care. Our clinicians and research teams work together to study how new ideas in care can improve health for entire populations. Our large, long-term membership enables us to study groups of people that are often underrepresented in research.

We also connect patients to clinical trials that offer cutting-edge treatments – like immunotherapy and precision medicine – for cancer, heart disease, and other serious conditions.



COMMUNITY

Building healthier communities

We partner with communities to address the biggest factors that shape people's health.

When people in our communities struggle to meet basic needs – like safe and affordable housing, nutritious food, access to care, and economic stability – their health worsens, and it's harder for the health care system to provide high-quality care to everyone.



With our integrated care and coverage model, we work to help keep people healthy, not just treat them when they're sick.

We do this by working with communities to address the biggest factors shaping people's health. That means taking on deep-rooted problems in areas like housing and food that prevent people from getting and staying healthy.

Everyone deserves to live in a safe, healthy community. And when communities thrive, our members do too – and the health care system works better for everyone.

Helping people get the care they need

When people have to choose between paying for health care and paying for life's other needs, they often skip doctor visits or go without their medications.

We help people get care and coverage, regardless of their ability to pay. We do this in a number of ways.

- **Medicaid** – In 2024, we provided health coverage to 1.5 million people through Medicaid and the Children's Health Insurance Program.



- **Charitable health coverage** – In 2024, we provided health care coverage to over 14,000 people with low incomes who didn't have access to Medicaid or other public or private health coverage through our Charitable Health Coverage Program.
- **Medical financial assistance** – Through our Medical Financial Assistance Program, we covered \$1.2 billion in medical costs for nearly 1 million patients in 2024. The program provides temporary financial assistance or no-cost care to patients who have low incomes, are uninsured or underinsured, and need help paying for all or part of their Kaiser Permanente medical care.

Supporting the health care safety net



Our strong relationships with safety-net organizations – like community health centers and public hospitals – enable us to provide high-quality care to people who have low incomes, are uninsured or underinsured, and are enrolled in government programs, such as Medicaid.

In 2024, we supported over 90 health care safety-net organizations across our communities.

Expanding the mental health workforce

Mental health is a critical health need across all Kaiser Permanente communities, and shortages of mental health professionals are widespread. Many people in the United States – particularly those in rural and underserved communities – live in areas with shortages of full-time clinicians, especially those who accept insurance.

We launched the Mental Health Workforce Accelerator program in Colorado and Georgia in 2023 to address the acute need for mental health professionals in these areas. We have since expanded the program into Southern California, Hawaii, Washington, and Oregon.



\$4B

Invested in access to care, local programs, research, and growing the workforce



2.79M

Members screened for basic needs such as access to housing and food



1.5M

People enrolled in no- or low-cost health coverage and services



1.22M

Members connected to government benefits or community programs



1,155

Housing units built and preserved



21K

People helped with applying for grocery benefits

Increasing housing

Safe, affordable housing is essential for good health. But the U.S. housing shortage means many people can't find homes they can afford.



About 1 in 7 Kaiser Permanente members face challenges related to housing, such as difficulty paying rent or finding stable living conditions.

That's why we work with community organizations to help prevent evictions, end veteran and chronic homelessness, and provide shelter for people who are recovering from an illness and have nowhere to go.

Our work in 2024 helped increase the affordable housing supply and prevent and address homelessness. We invested in solutions, shaped public policies, and formed innovative partnerships.

Reducing barriers to healthy eating

A healthy diet can help prevent and manage ongoing conditions like heart disease, diabetes, and cancer. Yet over 47 million people in the U.S. don't have enough to eat or can't afford healthy food.

We invested more than \$3 million in 2024 to help local food banks buy and distribute healthy food in local communities. For example, we worked with [Food Bank of the Rockies](#), a hunger-relief organization in Denver, and similar relief groups across our communities to reduce barriers to healthy food. Our work was part of the national Food Is Medicine movement.

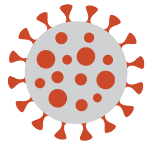
We also contributed nearly \$10 million to local groups working to increase enrollment in SNAP (the Supplemental Nutrition Assistance Program), WIC (the special supplemental nutrition

program for women, infants, and children), and [Summer EBT](#) (electronic benefits transfer), which is the first new, permanent federal food assistance program in nearly 50 years.

Strengthening public health

We work with other health care organizations and public health groups to share what's working and push for stronger partnerships that improve health for everyone.

We co-founded the Common Health Coalition with other major health groups to use lessons learned from the COVID-19 pandemic to strengthen the public health system for the future.



This one-of-a-kind coalition brings together health care, public health, and community groups to improve how we work together during health crises. More than 100 organizations joined the coalition in 2024, its first year.

Recognizing the importance of community health workers across health care and public health, the coalition launched a Common Health Challenge in 2024. The goal was to encourage coalition members to share best practices for using community health workers to improve the lives of patients across the country.

Protecting health through environmental action

In 2024, our communities endured heat waves, wildfires, hurricanes, and other extreme weather events.

Healthy people and communities need a healthy environment. Beyond helping our communities recover from these events, we help people prepare for future emergencies.

We support environmental health in our communities in a number of ways.

- **Education** – We’ve launched campaigns to educate people about ways they can protect themselves during extreme weather. We reached out in 2024 to high-risk members age 65 and older who live alone in areas prone to extreme heat. Of these, 34% asked for referrals for heat-related resources and other social health needs, including housing and food support.
- **Research** – We support research on the connections between climate and health, and we help identify gaps. In 2024, our researchers confirmed that people are healthier when they live in areas that are surrounded by trees and have low levels of air pollution. Another study showed that air pollution isn’t just bad for lungs, it can damage the heart, too.

- **Resource stewardship** – We’re mindful of how our operations affect the environment. We reduce our impact by managing our use of energy and water, sorting our waste, and making better buying decisions. In 2020, Kaiser Permanente became the first U.S. health system certified as carbon neutral, and we aim to achieve net-zero emissions by 2050.

[Explore our 2024 Community Health Snapshot.](#) →

[Review California AB-1305 compliance disclosures on our greenhouse gas emissions reduction efforts.](#) →





PEOPLE

Our people deliver

High-quality care and service take all of us, working together.

It's our people – our doctors and employees – who define Kaiser Permanente. Their care, skill, commitment, innovative thinking, and diverse perspectives shape who we are.



To fulfill our mission, we rely on every member of our workforce, drawing strength from their varied backgrounds. We promote a highly inclusive workplace where clinicians and employees feel safe, valued, and respected, allowing them to reach their full potential.

Inclusion creates a ripple effect. It influences how we work, our work environment, our service, and ultimately the experiences and outcomes of our patients.

Supporting career advancement

Our industry-leading workforce development programs provide our employees and doctors opportunities to advance their careers. Every year, tens of thousands of employees earn credentials and move into higher-paying positions through training, hands-on experience, and job opportunities.

We also invest in education trusts that we jointly manage with our labor partners. These funds support coaching, training, apprenticeships, scholarships, and tuition reimbursement for degree and certification programs.

In 2024, nearly 39,000 Kaiser Permanente employees – 26% of those eligible – participated in programs through 3 education trusts.

Supporting a healthy workforce

We're working to end stigma around mental health conditions in the workplace. We introduced an online training program to educate employees about mental health conditions and how to care for their mental health. More than 84,000 employees had taken the training by the end of 2024.



We also encourage physical activity. We promote walking and outdoor activities as ways to increase fitness, support mental health, and strengthen connections among co-workers. In 2024, 26,670 employees and doctors took part in these physical activity campaigns.

Our national Mental Health Advocate network empowers employees to share wellness resources and start conversations about mental health in their departments. Advocates help create supportive, stigma-free workplaces. At year-end 2024, 744 advocates were actively engaged in efforts across Kaiser Permanente.

Supporting employee well-being through partnership

We have a long, proud history of working with the labor unions that represent our employees.

Today, nearly 80% of our workforce is union-represented. We work with these unions to tackle important issues and advance the future of health care.



12.4M
Members



40
Hospitals



611
Medical offices



25,270
Physicians



76,283
Nurses



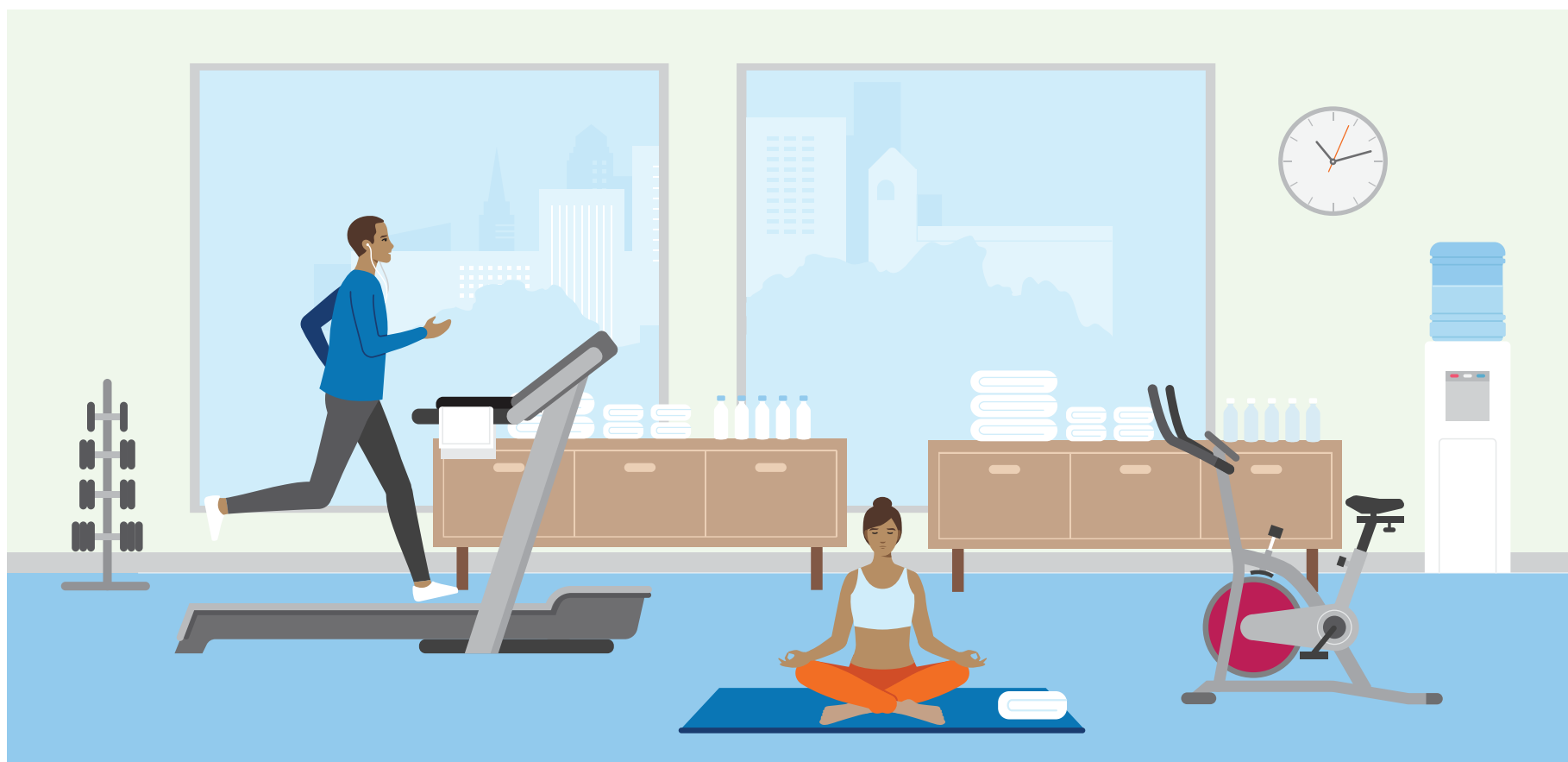
241,462
Employees*

*Includes technical, administrative, and clerical employees; nurses; and nonphysician caregivers

Together, we and our partner unions built and maintain the Labor Management Partnership – the largest and longest-running partnership of its kind in the United States.

Through the partnership, we work to improve care and service, reduce costs, and work more effectively. We've developed innovative ways to lower prescription drug costs, reduce unnecessary hospital stays and emergency room visits, and minimize health-care-associated infections.

A recent example of this successful collaboration is a new initiative that puts employee health and well-being at the center of the workplace. More than 3,300 employees across the organization now serve as health and safety champions. They lead monthly activities and team-based projects that promote safety and wellness. In 2024, these champions launched 2,725 projects – 1,236 focused on workplace safety and 1,489 focused on supporting a healthy workforce.





FINANCIALS

These financial results are for Kaiser Foundation Health Plan, Inc., Kaiser Foundation Hospitals, Risant Health, and their respective subsidiaries and affiliates.



\$115.8B

Operating
revenues



\$569M

Operating
income



\$12.9B

Net
income*



\$3.7B

Capital
spending



\$4.6B

Total community
health investment

*Includes gains from Geisinger and Cone Health acquisitions of \$6.8 billion



ABOUT KAISER PERMANENTE

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

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Chair and Chief Executive Officer

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David J. Barger

Regina M. Benjamin, MD, MBA

Jeff Epstein

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Christopher Cable, MD

Chief Clinical Officer

Jeffrey Grice, MD

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Julie Kwong Smith

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President and CEO, Mid-Atlantic Permanente Medical Group

Nkem Chukwumerije, MD

President and Executive Medical Director,
The Southeast Permanente Medical Group

Ramin Davidoff, MD

Executive Medical Director and Chair of the Board,
Southern California Permanente Medical Group;
Chair of the Board and CEO,
The Southeast Permanente Medical Group;
and Chair of the Board and CEO,
Hawaii Permanente Medical Group

Leong Koh, MD

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Jeffrey Krawcek, MD, MBOE

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Ramin Davidoff, MD

Co-CEO

Anne V. Cadwell

Chief Financial and Administrative Officer

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Katherine Saral

Chief Legal Officer and Chief Compliance Officer