

Building a better world

2024 Sustainability & Responsibility Report



Review California AB 1305 compliance disclosures on our greenhouse gas emissions reduction efforts.

 KAISER PERMANENTE®

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A message from our chair and chief executive officer

For more than 80 years, Kaiser Permanente has been dedicated to our mission of providing high-quality, affordable health care services and improving the health of our members, patients, and the communities we serve. The 2 equal parts of our mission combine to make a powerful whole: improving the health of individuals, **and** their communities. Research, evidence, and common sense confirm that working only on half of that equation endangers the other part: Treating people who get sick but then sending them back out to sick communities means they will become ill again. Healthy people need healthy places to live and work.

As the nation's largest nonprofit health care and coverage organization, we strive to lead as a responsible, sustainable, and equitable organization that helps people and their communities be healthy. The strategies and outcomes outlined in this Sustainability & Responsibility Report are a direct result of our mission.

- Everyone deserves the chance to live a healthy life. We have worked since our founding to improve access to affordable, high-quality care, for more and more people. We are leaders in helping address differences in care among individuals and populations, and in the process identifying and removing barriers to health for all.
- As a health care organization, we work to minimize the impact on the environment of our own operations. We also engage in sensible ways to address the social and economic factors that drive community and individual health.

- Our patients, members, and communities are richly diverse, in every way. So are our employees and physicians. That's why we cultivate an inclusive, diverse, and equitable culture within our organization: It makes us better able to deliver high-quality health care services to everyone.

In these and many other ways, our efforts outlined here – to improve access to equitable care, grow healthy communities, foster a healthy and inclusive workplace, and operate a sustainable organization – are guided by our mission. We share this work with the hope that it continues to serve as an incentive to all health care organizations to keep striving to improve health.



A handwritten signature in black ink that reads "Greg A. Adams".

Greg A. Adams
Chair and Chief Executive Officer
Kaiser Permanente

A message from our chief health officer

Kaiser Permanente is proud to share our 2024 Sustainability & Responsibility Report, which reflects our continued commitment to improving health and building a more sustainable future.

As a mission-driven organization, we believe that health is shaped not only by the care we provide, but by the environments, systems, and opportunities that surround us. This report highlights how we are using our full business footprint – from care delivery and operations to community partnerships and investments – to support thriving people, communities, and planet.

In 2024, we faced the warmest summer on record, underscoring the urgent need for climate resilience. Our response included expanding outreach to vulnerable members, expanding our use of clean energy technologies, and deepening our partnerships to reduce emissions across the health care sector. We also continued to address food insecurity, housing instability, and social health needs – recognizing that these factors are essential to achieving equitable health outcomes.

We are proud of the progress we've made:

- Leading the U.S. health care sector in on-site solar generation and battery storage
- Diverting food waste to provide nearly 46,000 meals while avoiding 29,000 pounds of greenhouse gas emissions
- Supporting over 1.2 million members with connections to financial and social resources
- Collaborating with the National Academy of Medicine to shape the climate and health research agenda

Every part of our organization contributes to this work – and together, we are demonstrating that environmental stewardship, equity, and responsible business practices are not separate from health care, but central to it.

I invite you to explore this report and join us in building a healthier, more resilient future for all.



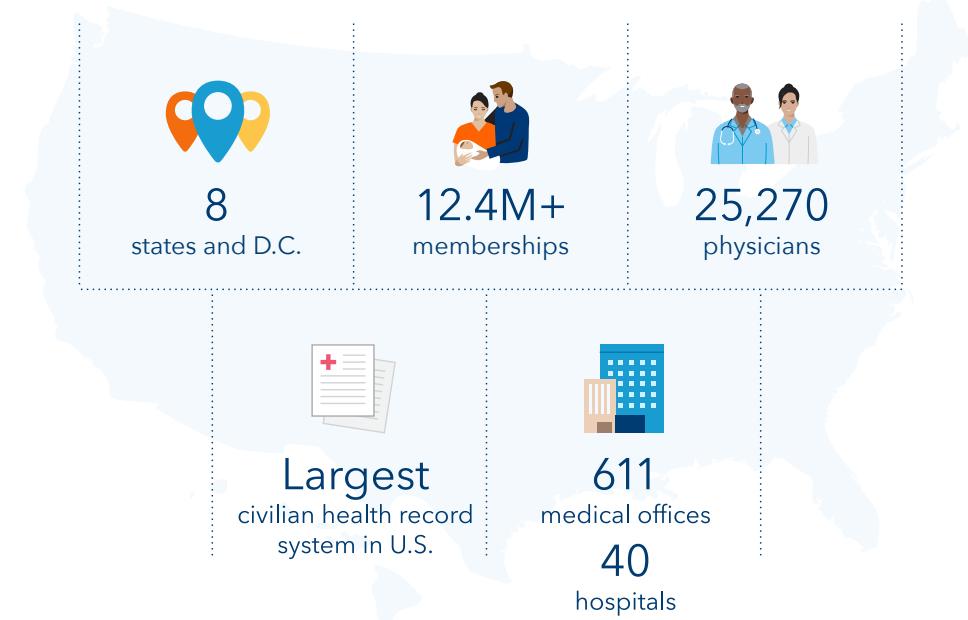
A handwritten signature in black ink, appearing to read "Bechara Choucair" followed by a stylized surname.

Bechara Choucair, MD
Executive Vice President and Chief Health Officer
Kaiser Permanente

Kaiser Permanente overview

Kaiser Permanente's mission is to provide high-quality, affordable health care services and improve the health of our more than 12.4 million members and the more than 68 million people who live in the communities we serve in 8 states and the District of Columbia.

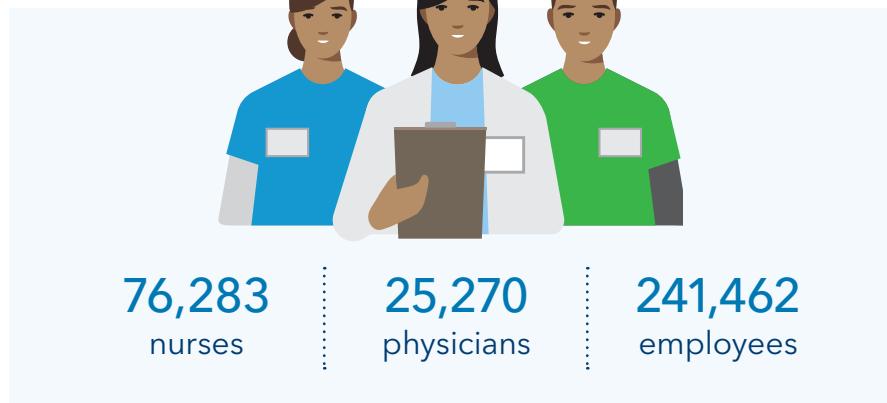
Founded in 1945, Kaiser Permanente is recognized as one of America's leading health care providers and nonprofit health plans and is the largest and most complex health care organization of its kind in the nation, with more than \$115 billion in revenue in 2024 and a hospital and care delivery system with 40 hospitals and 611 medical offices. We also operate one of the largest pharmacy distribution services in the country, are a leader in home health, and serve as a major, independent medical research organization.



Data from Kaiser Permanente 2024 Annual Report

Care for members and patients is focused on their total health and guided by their personal Kaiser Permanente physicians, specialists, and team of caregivers. Our expert and 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 ongoing disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.

Providing accessible, affordable, high-quality health care is at the heart of Kaiser Permanente's mission – and has been throughout our history. Our leadership in prevention, diagnosis, and treatment is how we help our members live healthy, engaged lives.



Kaiser Permanente is accountable both for providing appropriate and necessary care to each individual member and for serving as a steward of resources on behalf of our entire membership. This accountability aligns incentives to keep people healthy, rather than seeking to generate revenue when people are sick. Our approach enables our physicians and other caregivers to practice person-centered, high-quality care that embraces the latest innovations in medicine, which in turn enables them to make decisions with the best interest of the patient in mind. This leads to more effective and efficient care for our patients and members, and better health outcomes.

Our mission defines what we do, our model enables us to do it effectively, and our people are our greatest resource: Their inspiring commitment, industry-leading expertise, and extraordinary work every day make a real difference in people's lives. Our organization combines the skills of more than 240,000 employees, including over 76,000 nurses, who work with more than 25,000 physicians, representing all specialties, to serve our members and communities. Our shared purpose inspires and drives us.

Kaiser Permanente's commitment to improving conditions for health in our communities – a foundational part of our mission – extends beyond the delivery of health care, into the communities where our members live, work, and play. We are a leader in recognizing that healthy individuals need healthy communities, and healthy communities need healthy people to thrive. That is why we are working to connect with and unite communities to improve the economic, social, and environmental conditions for health. By collaborating and focusing on common causes, we can overcome barriers to a healthy life and help ensure a better future for individuals, families, neighbors, and the world we share. Through these efforts we are working to create communities that are among the healthiest in the nation.





Thriving Planet

We lead for a future where healthy people thrive on a healthy planet.

Health at the center of environmental stewardship

Kaiser Permanente knows that people require a healthy planet if they're going to thrive.

The world experienced the [warmest summer on record](#) in 2024. In Southern California, temperatures soared to record highs, posing health risks such as dehydration, heat stroke, and the worsening of ongoing conditions like asthma and diabetes, while hurricanes Helene and Milton threatened to disrupt supply chains. These impacts are deeply felt at Kaiser Permanente and make clear the importance of having resilient systems in place to provide care when our communities need us most, and to support recovery in the immediate and long-term aftermath of environmental disasters.

We know that one of the best ways to fulfill our mission of delivering high-quality, affordable health care while advancing the health of our members and the communities we serve, is through protecting and restoring environmental health. We put health at the center of the environmental stewardship work we do across our organization, from how we power our facilities, purchase medical supplies, and manage waste to how we support our employees, patients, members, and communities.



2024 impact highlights

3x

growth in all-electric, energy-efficient heat pumps at our facilities, reducing our dependence on fossil fuel

Our strategic approach

We promote whole-person, whole-community health by prioritizing environmental stewardship before, during, and after we deliver care.

Sustainable Operations

We lead for responsible resource stewardship across our operations to ensure continued access and affordability.

Resilient Communities

We promote healthier communities in the face of environmental impacts like extreme heat and air pollution.

Healthy Members

We aim to improve health outcomes impacted by environmental stressors.

5.7M

members received information to help protect their health during extreme heat

*While we make all reasonable efforts to ensure our disclosures are verified and accurate, some variation due to data availability may occur. Review California [AB 1305 compliance disclosures](#) on our greenhouse gas emissions reduction efforts.



Sustainable operations

At Kaiser Permanente, we promote whole-person, community-wide health and resilience by stewarding environmental and financial resources across our operations. We do this by reducing and managing our energy use and infrastructure resilience, conserving water, minimizing waste, and prioritizing sustainable purchased products. Read on to learn more about why, how, and what we've accomplished in 2024.

Emissions

Kaiser Permanente became the first health care organization in the U.S. to be certified carbon neutral in 2020, and we have received this certification each year since. And in 2022, we publicly announced our aim to reach net zero emissions by 2050.



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Our strategic approach to reducing emissions

Clean, renewable energy: We purchase enough renewable energy, including off-site wind and on-site solar, to meet our facility electricity use.

Electrification: We are focused on transitioning more of our infrastructure to zero-emissions, energy efficient, all-electric alternatives, including heat pumps, electric vehicles, and on-site battery storage, to help us reduce our dependence on fossil fuels, which cause more air pollution, emit greenhouse gasses, and are economically volatile.

Value chain collaboration: Through dedicated initiatives, such as industry collaborations, as well as routine supplier engagement, we partner to innovate and measure emissions reductions across our supply and value chains.

Measurement and management: We invest in emissions tracking systems and education to help our business leaders understand, analyze, and manage their emissions performance over time.

2024 Emissions*,**

Scope 1	264,203 mtco2e
Scope 2	Location Based: 439,703 mtco2e Market Based: 32,248 mtco2e

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**Emissions figures have been reviewed with limited assurance by an accredited third party.

2024 impact highlights

Heating emissions reduction: In 2024, we installed 34 all-electric, energy-efficient water heaters in California – nearly tripling our stock and reducing our dependence on burning natural gas to heat water.

Reducing anesthesia emissions: Between 2014 and 2024, Kaiser Permanente achieved an 80% reduction in emissions from anesthetic gas while delivering significant cost savings.

Reduced transport emissions: Route optimization in California has helped remove the annual emissions equivalent of over 100 cars from the road and resulted in approximately \$1 million in cost savings.

Reducing embodied carbon: We have systematically engaged our teams and supply chains to reduce construction-associated emissions, including reducing concrete emissions, gathering and centralizing whole-building lifecycle assessments and Environmental Product Declarations, and creating guides for our construction project managers to help them reduce emissions from construction materials.

Collaborating to reduce medical technology emissions: The Collaborative for Healthcare Action to Reduce MedTech Emissions, or CHARME, an [industry collaborative](#) launched in partnership with Kaiser Permanente, draws on the collective will of both health systems and health care suppliers to tackle the cost and environmental challenges that face our value chain, with more than 125 participants representing 38 health care organizations. In 2024, CHARME launched 5 distinct workstreams focused on unique challenges within the health care system, with an emphasis on developing practical resources, case studies, and actionable guides to scale effective solutions across the sector.

Care delivery emissions reduction: We are intentional with how we deliver care to improve access and affordability while also reducing emissions, such as our use of telehealth and home medication delivery services.

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Improving food access while reducing emissions

Food insecurity means many people don't have access to nutritious meals, which can pose several health challenges. Yet fresh, healthy food routinely goes to waste. Food waste is a significant contributor to greenhouse gas emissions. When discarded food ends up in landfills, not only is the energy that was used to produce, transport, and distribute the food wasted, but high quantities of methane, a highly potent greenhouse gas, are released.

Kaiser Permanente is helping to address both challenges. In 2024, several of our Southern California facilities donated excess food to Food Finders, a food rescue nonprofit that provides much-needed meals to food-insecure households in the community.

In 2024, Kaiser Permanente donated approximately 55,000 pounds of excess food to provide 45,800 meals across Southern California. By diverting food from landfills, the project prevented the release of over 29,000 pounds of greenhouse gases.

The success of this partnership highlights the potential for health care facilities to play a key role in building healthier communities while reducing emissions. Providing nutritious food while preventing avoidable waste is win-win scenario for both people and planet.



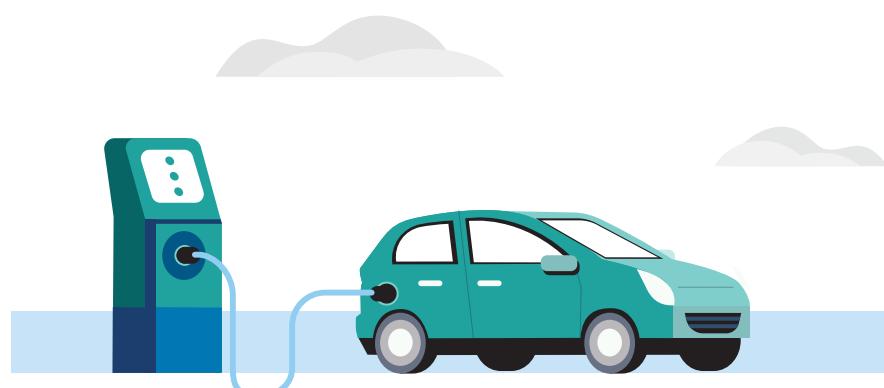
Energy and infrastructure

How we design and operate our buildings has a profound impact on resource use, weather resilience, and pollution prevention, as well as on patient and employee well-being. By prioritizing environmentally responsible and resilient infrastructure, Kaiser Permanente improves conditions for health while also reducing future costs.

Our strategic approach

Today, Kaiser Permanente is committed to:

- Significantly improving our energy efficiency compared to historical baseline
- Minimizing energy costs and improving our resilience to energy price and availability shocks
- Achieving minimum LEED Gold certification for all major construction projects over 40,000 square feet
- Electrifying more of our infrastructure, such as our fleet, heating, and backup power, to reduce our combustion of fossil fuels, thereby reducing air pollution and greenhouse gas emissions



Here are some of the ways we achieve this.

Clean, renewable, local energy: We expand our use of clean and distributed energy to further reduce grid dependency. Increasing our facilities' energy independence with renewable sources lowers our energy bills and gives us more options during power outages.

Leadership in Energy and Environmental Design: Our facilities prioritize whole-person, whole-community health. We intentionally design and refurbish our buildings to enhance energy and water efficiency, expand on-site renewable energy, improve transportation, and use environmentally responsible building materials and cleaning products.

Accountability and engagement: Everywhere it makes sense, we strive to make every project an energy project. We establish and enforce energy-efficiency targets in our design standards to drive reductions through our capital investments. Our Utility Optimization Program helps to educate, inform, and inspire our organization-wide energy management community of practice.

Measuring and managing our energy use: We use smart energy analytics to drive energy conservation and efficiency in our buildings and optimize distributed energy resource performance, with a formalized process to routinely evaluate and improve energy performance across all our regions and facilities.



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2024 impact highlights

Grid resilience: We lead the U.S. health care sector for battery storage. With over 18 megawatt-hours of battery storage across Kaiser Permanente, we are saving money while reducing our dependence on the grid.

Solar leadership: In 2024, Kaiser Permanente was fifth in the nation for on-site solar energy generation according to the U.S. Environmental Protection Agency, with over 120 Kaiser Permanente sites hosting on-site solar panels.

Leadership in Energy and Environmental Design: In 2024, 84 of our facilities were LEED-certified buildings, making us the leader in U.S. health care for LEED-certified square feet.

Energy conservation: In 2024, we reduced our energy use intensity by over 8% compared to 2013 levels. Additionally, 8 of our facilities were Energy Star certified in 2024.



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Empowering health through electrification

We recognize that traditional hospital operations, with their reliance on fossil fuels, contribute to air pollution and worsen respiratory illnesses, cardiovascular problems, and other health issues. By electrifying our facilities and sourcing power from renewables, we are directly improving the health of the communities we serve. This transition will lead to cleaner air and reduced hospitalizations.

Our Santa Rosa Mercury Way Medical Office is the first net-zero carbon emissions health care building in the U.S. A 617-kilowatt solar array in the parking lot provides the majority of the site's energy from renewable resources. At our Ontario Medical Center, we've unveiled the largest hospital-based renewable energy microgrid in the U.S. This 2-megawatt solar and 9-megawatt-hour battery storage system provides clean, reliable power, reduces our reliance on the grid, and will cut approximately 650 metric tons of CO₂ emissions annually.

Investing in electrification is not only environmentally responsible but also financially sound. Renewable energy sources offer increasingly competitive prices and greater price stability compared to fossil fuels. By reducing our reliance on fossil fuels, we minimize our exposure to volatile energy markets and future carbon pricing regulations.

Kaiser Permanente is committed to leading the way in sustainable health care. By embracing renewable energy and electrifying our hospitals, we are creating a model for other health care organizations, demonstrating that environmental stewardship and sound business practices can go hand in hand.

Water

Access to clean and sufficient water is fundamental for basic sanitation and hygiene, and for preventing the spread of disease, making water conservation vital for protecting human health. Increasing water scarcity directly threatens these essential needs.

Our strategic approach



Recognizing the challenges of water scarcity, water-quality risks, and rising water costs, we have intensified our efforts to conserve this vital resource.

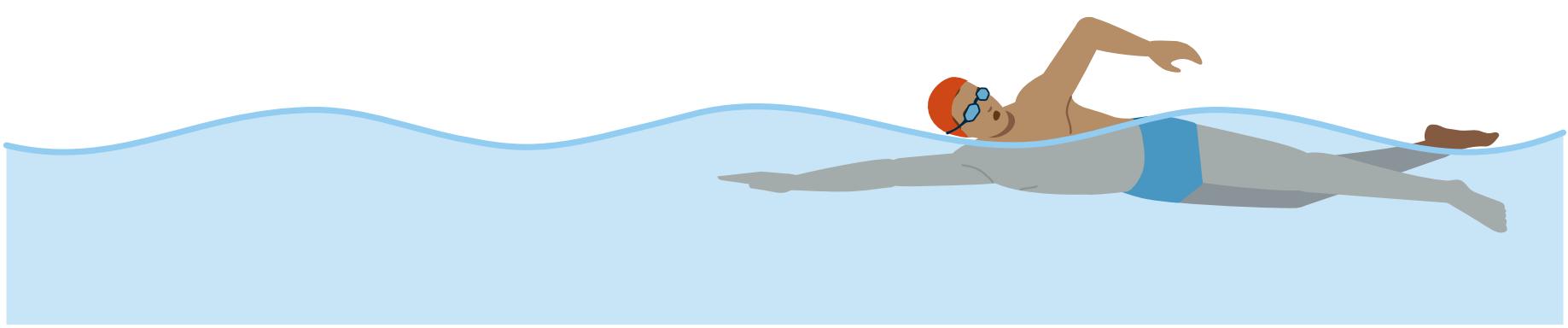
Here are some of the ways we improve water efficiency.

Maintaining beautiful, smart landscapes: We optimize our landscapes for environmental and human well-being by planting drought-tolerant, native plants, efficiently delivering water, and cracking down on leaks and overwatering. These actions help us reduce our water use and conserve costs while connecting our patients and visitors with beautiful surroundings.

Optimizing for efficiency: We invest in water-efficient medical equipment and processes. We maximize the water efficiency of our cooling towers and heating systems to safely condition our facilities with the least amount of water. We optimize water flow in our fixtures to reduce water usage without increasing maintenance requirements or Legionella bacteria risk.

Measuring and engaging: We leverage smart water metering technology to gain a better picture of water usage, validate conservation measures, and address water leaks faster. Additionally, our in-house Utility Optimization Program helps identify best practices across Kaiser Permanente, including innovative technology and creative employee engagement approaches.

2024 impact highlights



In 2024, Kaiser Permanente improved water efficiency by over 17% – conserving the equivalent of nearly 200 Olympic swimming pools of water – compared to 2014 levels.

Waste

Properly collecting and managing waste is important for the health of our environment and our communities. By reusing, recycling, and composting waste, we conserve energy, water, and other natural resources that would otherwise be used to manufacture products from virgin materials and break down in landfills.

Our strategic approach

Kaiser Permanente is committed to:

- Reusing, recycling, or composting more waste (excluding medical and hazardous waste)
- Reducing the toxicity of waste
- Increasing the amount of recycled materials in the products we use



Here are some of the ways we prevent avoidable waste.

Optimized waste collection: We've standardized waste bin labeling, placement, and training to make it easier for staff and patients to choose the appropriate waste bins. We continually work to identify new opportunities for waste streams that can be recycled or composted, including enhancing the collection of organic waste for composting. We also have collection processes in place to help our members dispose of unused medications and used sharps to reduce the risk of diversion and improper use of medications, and to reduce the risk of sharps injuries and needlesticks.

Reusing and reprocessing: We use reusable sharps containers, which are emptied and then sterilized, enabling the containers to be reused in our hospitals. We collect single-use clinical devices so they can be safely reprocessed and remanufactured by a third-party vendor for resale. When possible, we have a third-party vendor refurbish information technology and other electronic equipment.

Collaborating with our suppliers: In addition to thoughtfully managing our waste, we also work upstream by employing sustainable sourcing strategies. Our supply chain and impact spending teams collaborate with key suppliers and distributors to identify opportunities to decrease nonrecyclable packaging and increased recycled content, encouraging more circularity in our supply chain, and reducing hazardous waste.

Cost management: Where possible, we calculate the co-benefits of our environmental waste-management programs in terms of the costs they help us avoid from waste regulation compliance, helping us to make smart business investments that maximize our waste stewardship.

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2024 impact highlights

In 2024, Kaiser Permanente:

- Collected 51% of waste generated (excluding hazardous and medical waste) for reuse, composting, or recycling
- Collected more than 42,000 tons of waste for recycling or reuse
- Collected more than 3,330 tons of organic waste for composting
- Avoided over 1,300 tons of plastic waste



Reducing single-use device waste through remanufacturing

As part of our commitment to safety, quality, cost, and environmental stewardship, Kaiser Permanente collects and purchases remanufactured "single use" medical devices. Remanufactured devices can have lower emissions footprint and reduce the use of potentially harmful chemicals compared to new device manufacturing. Remanufacturing also reduces the need for raw materials, supporting a more resilient and circular supply chain.

Kaiser Permanente partners with OEMs (original equipment manufacturers) and third-party vendors to identify single use medical devices that can be collected for remanufacturing. The reprocessing vendors follow strict U.S. Food and Drug Administration requirements to restore used devices, including cleaning, disassembly, inspection, replacement of worn components, and testing to ensure devices meet OEM specifications and regulatory standards.

In 2024, Kaiser Permanente collected approximately 300 tons of single use devices for remanufacturing by the OEM or a third party, devices that otherwise would have been medical waste.

Single use device remanufacturing is recognized as an opportunity to continue to reduce the cost and environmental impact of delivering health care. Kaiser Permanente aims to collaborate with our vendors to expand the types of and quantity of medical devices that can be collected and purchased as part of remanufacturing processes.

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Purchased products

What we buy matters. Without responsible procurement, purchased goods and services can lead to high carbon footprints, unnecessary waste, increased costs, and risks to human and environmental health.

Our strategic approach

More than 20 years ago, Kaiser Permanente began eliminating the use of soaps, lotions, and sanitizers that contain triclosan and triclocarban. Since 2012, we have worked with our suppliers to keep PVC out of our intravenous solution bags.

Today, Kaiser Permanente is committed to ensuring that more of our purchased medical products, facility supplies, and building materials meet our environmental standards. We continue to work with our suppliers to remove a variety of other hazardous chemicals from their products.



Here are some of the ways we achieve impact.

Prohibit harmful building materials: For the past 20 years, we have prohibited the purchase of building products containing PVC for our furnishings, including flooring, carpet, wall protection, and more. We also prohibit the purchase of fabric, furniture, finishes, and building materials containing fluorochemical additives or treatments and the purchase of upholstered furniture containing chemical flame retardants.

Analyze life-cycle cost: As part of our environmentally preferable purchasing evaluation process, we look beyond the up-front costs of a product or service and calculate the total cost of ownership, enabling us to make smart business decisions that also maximize our impact.

Use our purchasing power to encourage action: We invest in organizations and initiatives aimed at addressing key social issues that have a significant impact on health. We also purchase goods and services from local and diverse-owned businesses to improve the economic health and well-being of the communities we serve and contribute to their success and resilience.

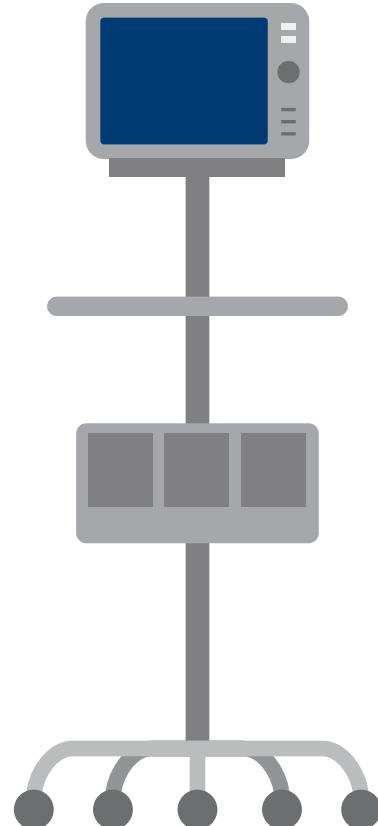
Prioritize recycled materials and avoided waste: We work with suppliers to encourage the development of products that are made with 10% or more post-consumer recycled content; that use primary packaging that contains more than 10% post-consumer recycled content and secondary packaging that contains more than 30% post-consumer recycled content; and that have achieved Forest Stewardship Council certification, where applicable. We also work to ensure purchased products do not create hazardous waste, are commercially recyclable, and are labeled with consumer-friendly recycling information. We also work with our major suppliers on their greenhouse gas reduction goals, product innovations, and process improvements.



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2024 impact highlights

- In 2024, 44% of eligible spending complied with our environmentally preferable purchasing standard.
- In 2024, we achieved the EPEAT, or Electronic Product Environmental Assessment Tool Purchaser Award from the Green Electronics Council, for our excellence in the procurement of environmentally preferable electronic equipment – for the tenth year in a row.



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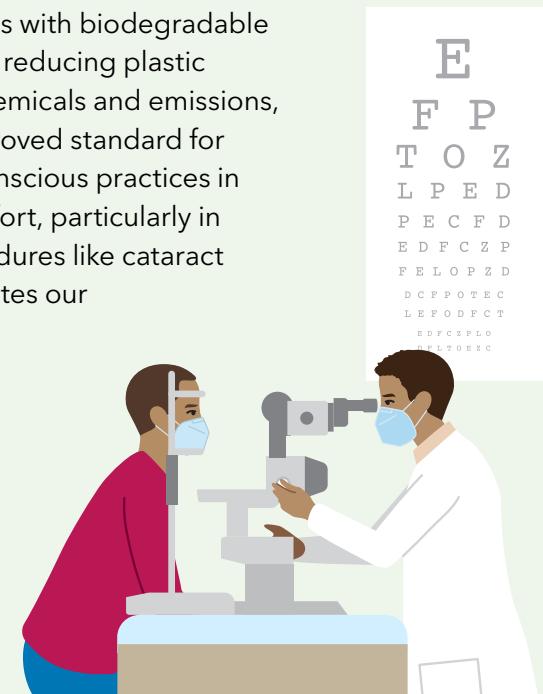
Reducing plastic waste from eye surgery

In Northern California, our team recognized the challenge of high plastic waste generated from cataract surgeries, and sought a more environmentally responsible approach.

The team embarked on a two-year collaboration to develop a plant-based tray that met strict surgical safety requirements. The team was also able to streamline operating room procedures to support our commitment to quality and cost.

The Northern California effort has helped prevent over 10 tons of plastic waste, and an estimated 48 tons of greenhouse gas emissions.

By replacing plastics with biodegradable alternatives, we are reducing plastic waste, reducing chemicals and emissions, and setting an improved standard for environmentally conscious practices in health care. This effort, particularly in high-volume procedures like cataract surgery, demonstrates our commitment to a healthier planet.





Resilient communities

Kaiser Permanente communities are vulnerable to many kinds of environmental disasters and extreme weather threats – from extreme heat domes in the Northwest to wildfires in Maui. Recognizing the substantial toll these disasters can take on our health and health care systems, we must help communities and individuals minimize future risks and adapt to the current health threats they experience.

Businesses, policymakers, community organizations, and others have a role to play in contributing to a healthy environment, and their collective action in stewarding resources and advancing best practices is critical.

Our strategic approach

We work with our communities to build resilience to environmental hazards and disasters, and to ensure their surroundings are contributing to overall health and wellness.

2024 impact highlights

National Academy of Medicine climate and health research agenda and informational portal: Kaiser Permanente partnered with the National Academy of Medicine to develop a comprehensive inventory of existing research on the relationship between climate and health. This effort identified gaps in knowledge, highlighted opportunities for further research, and laid the groundwork for a publicly accessible database containing evidence-based information and tools communities, policymakers, and researchers can use to pursue the most effective solutions to mitigate climate impacts on health. Our collaboration emphasized equipping individuals, particularly front-line health care workers and vulnerable populations, with the tools and knowledge to mitigate climate-

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Improving weather resilience for better health

Our approach emphasizes equitable solutions, recognizing that certain populations – such as children, older adults, and people with lower incomes – experience disproportionate risks.



In 2024, we supported Enterprise Community Partners' program to enhance climate resilience in affordable housing. This program equips housing providers to upgrade low-income units with better energy efficiency, weatherization, and heat pumps. These upgrades are essential to ensure residents have adequate protection against extreme temperatures, poor air quality events, and increased fire risk, all of which disproportionately impact low-income communities.

With our support, Enterprise Community Partners' Climate Resilient Affordable Housing program served 10 Denver nonprofit housing providers in 2024. Participants gained the knowledge and tools to make the homes they manage more resilient to climate hazards, less reliant on non-renewable resources, and safer and healthier for families. As of 2024, 13 properties (1,175 units) have undergone \$1.7 million in energy-saving upgrades through this program, with plans for an additional 16 properties (970 units) to be completed in 2025.

related health risks. This knowledge empowers health care workers to deliver more effective care during climate health emergencies, such as heat-related illnesses and respiratory distress caused by air pollution, ensuring that patients and community members receive timely and informed support.

Real-world impact: Long-term exposure to air pollution has been linked to increased risks of heart attacks and death from heart disease. Pregnant women exposed to extreme heat face heightened risks of life-threatening delivery complications. And communities with less greenery have higher annual medical costs. Kaiser Permanente and NAM's research agenda seeks to address these critical issues by providing actionable insights and driving impactful, evidence-based climate strategies to protect health.

Collaborating to reduce medical technology emissions: Supply chain greenhouse gas emissions for medical devices and supplies make up 7% of the health sector's U.S. footprint. Multistakeholder collaboration is needed to decarbonize at the pace and scale required, and working together will provide efficiencies and innovation no single company can achieve alone. The Collaborative

for Healthcare Action to Reduce MedTech Emissions, or CHARME, an [industry collaborative](#) launched in partnership with Kaiser Permanente, is convening health systems, medical device and equipment suppliers, distributors, group purchasing organizations, and other key industry stakeholders to define, implement, and champion best practices to reduce emissions from the med-tech supply chain. It draws on the collective will of both health systems and health care suppliers to tackle the cost and environmental challenges of our value chain today, with more than 120 participants representing over 30 health care organizations. In 2024, CHARME launched 5 distinct workstreams focused on unique challenges within the health care industry, with an emphasis on developing practical resources, case studies, and actionable guides to scale effective solutions across the sector. In 2024, members worked collaboratively to implement actions along a 24-month decarbonization roadmap defined in the collaborative's whitepaper across 4 workstreams: product innovation, product durability, reprocessed single-use devices, and renewable energy. Together, these efforts underscore CHARME's commitment to scalable and impactful health care decarbonization.

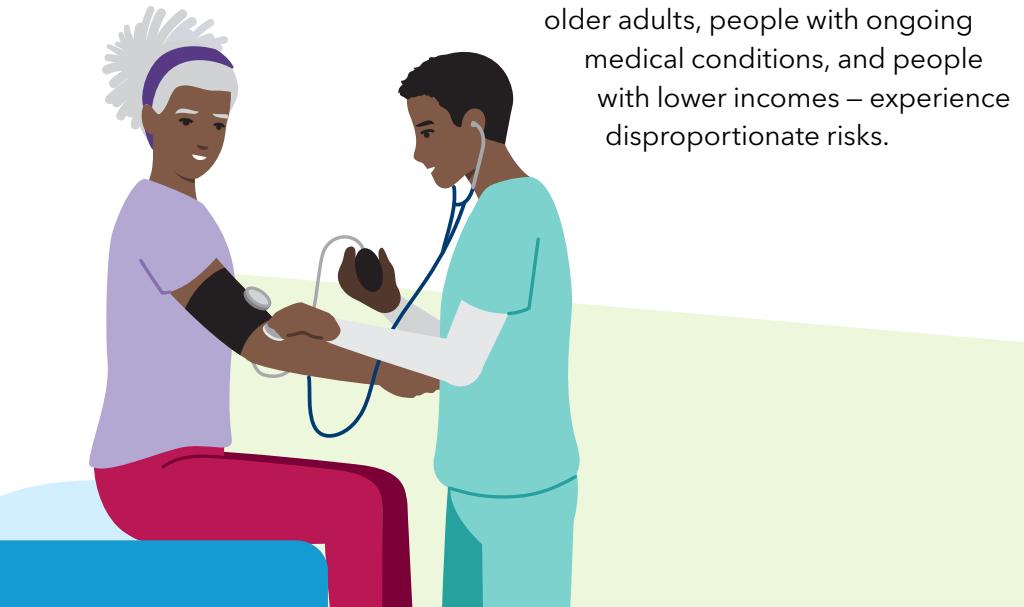


Healthy members

Providing high-quality care includes leveraging our strengths and resources as an integrated health plan and provider to proactively address specific health risks members might encounter as a result of environmental factors.

Our strategic approach

Recognizing that environmental hazards can compound existing health conditions, we prioritize supporting our members during times of crisis, such as during hurricanes and wildfires, and personalizing care to meet their unique needs and circumstances. We also acknowledge the wide-ranging effects of weather and environmental disasters on community health, including both physical and mental well-being. Our approach emphasizes equitable solutions, recognizing that certain populations – such as children, older adults, people with ongoing medical conditions, and people with lower incomes – experience disproportionate risks.



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2024 impact highlights

The world experienced the [warmest summer on record](#) in 2024. Multiple 90-degree-plus days made more people vulnerable to heat-related illnesses like dehydration, heat stroke, and cardiac events. Prolonged exposure to high temperatures can lead to heat-related illnesses and worsen existing health conditions like kidney and heart disease.

To address the health impacts of extreme heat, we piloted a 2-pronged approach to reaching and educating high-risk members about the health risks of heat and how to stay healthy during hot weather.

- In the summer, we used our Partners in Health newsletter to proactively educate members about how to stay healthy when faced with health risks of extreme heat, reaching 5.7 million members across our health system. The newsletter contained links to additional information, including a [Protect Yourself From Extreme Heat](#) page on our website and additional resources.
- A phone outreach campaign sought to provide high-risk members in Colorado with resources for coping with heat, along with screenings for other social needs and referrals to community-based services. This campaign featured outreach to over 700 members in Colorado 65 years of age or older who lived alone in an area with high heat vulnerability indicators. Nearly 34% of those reached requested assistance and were offered support to meet their social needs, such as heat-related assistance, transportation, or benefits navigation.

Knowledge from these efforts will allow Kaiser Permanente to refine and spread this approach to prevent heat-related health injuries across our regions.





Equitable Care

We are improving health for members,
patients, and communities.

Our priority is always the health and safety of our patients, communities, and employees. Our care teams – empowered to collaborate seamlessly within Kaiser Permanente’s model of integrated care and coverage – have a shared commitment to preventing disease, healing illnesses and injuries, managing complex and ongoing conditions, and improving mental health. Our front-line employees, clinicians, and labor partners all work to meet the health needs of our members and communities and continue to be an industry-leading voice for advancing evidence-based care. We seek to lead the nation in delivering person-centered care that is safe, effective, timely, efficient, and equitable.

We are proud of the work we did to deliver high-quality care and coverage to our members and communities in 2024. We also recognize that more needs to be done to push ourselves and others in health care to improve health in our country by making high-quality care more accessible, coordinated, and affordable.

High-quality care for all

At Kaiser Permanente, we believe that all patients, regardless of their physical, mental, or socioeconomic status, have the right to be as healthy as possible and to have a personalized, high-quality care experience.

We’re a recognized leader in providing quality care and experience and we continue to drive progress by seeking to address care gaps. We strive to eliminate health disparities – which are avoidable



differences in health outcomes between groups of people. By addressing preventable differences, we can improve clinical health for our entire Kaiser Permanente membership.

We take a data-informed approach when we evaluate the quality of care we provide and the outcomes we deliver to our members. This helps us identify and eliminate disparities in care and outcomes, as we strive to provide the best care possible.

Measurement

We believe that equitable care does not mean simply making the same services available to everyone. It’s about providing the care needed to maximize each person’s health potential. We are going beyond measuring our care practices and have developed our capacity to routinely examine health outcomes among our members. The purpose of these measurements is to identify and inform the success of interventions designed to improve health outcomes across the entire population we serve.

Our member satisfaction scores and quality of care ratings continued to be among the nation’s highest in 2024, as determined by multiple, independent organizations. We were again among the highest-rated health plans in the nation, according to the 2024 National Committee for Quality Assurance report. Our Medicare and commercial health plans were rated highest or tied for highest in every geographic region we serve. We continue to strive for excellence in this area.

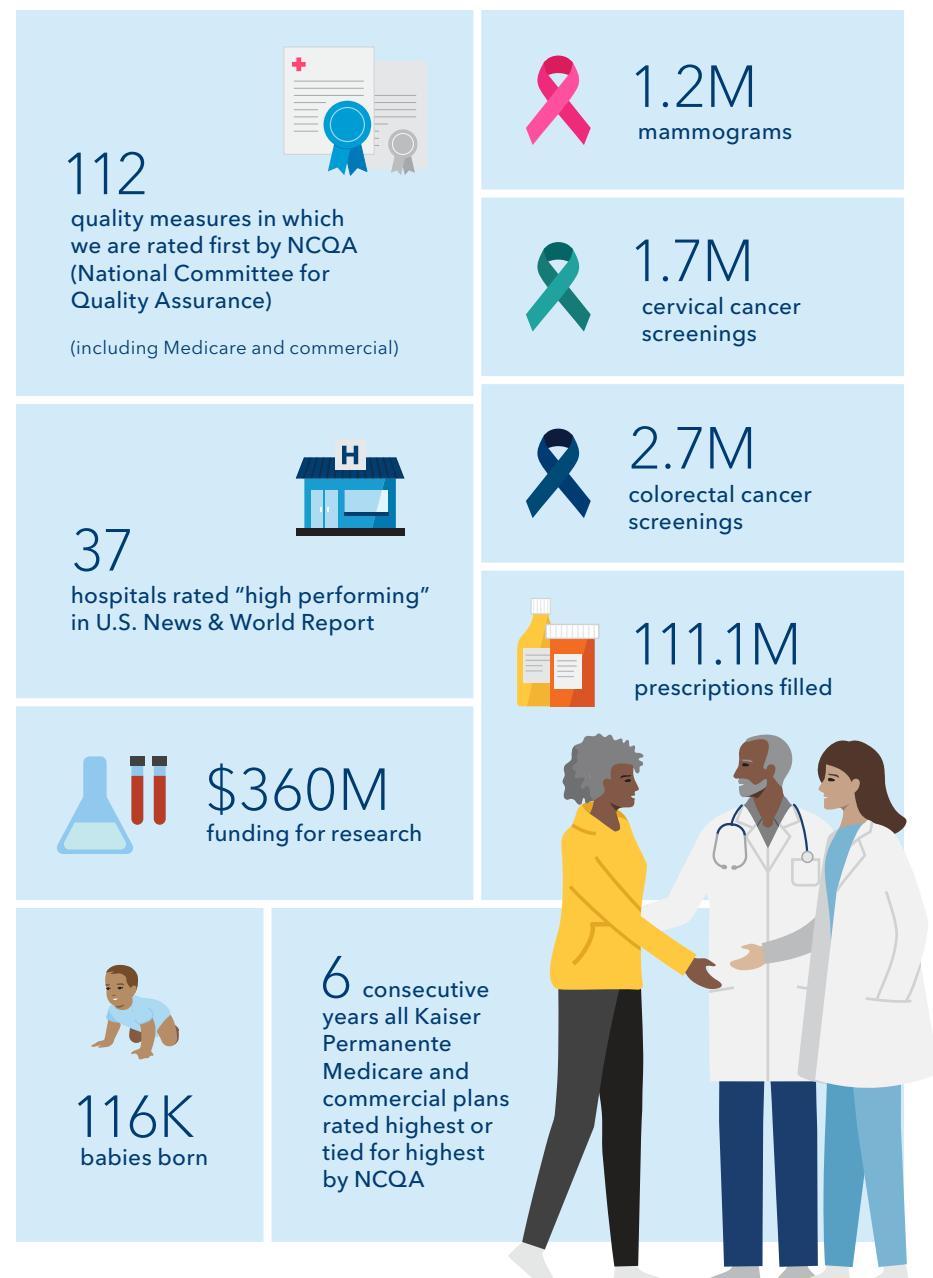
Alongside these important third-party assessments, we are deeply engaged in exploring new ways of creating accountability for quality and quality improvement. In 2024 we produced an annual report for our board of directors that benchmarked our stratified outcomes for the most common types of cancer, the leading causes of cardiovascular deaths, depression, and maternal mortality.

These outcomes are a unique achievement among health plans and, along with work we are conducting in collaboration with the Institute for Health Metrics and Evaluation to assess years of life lost related to specific health conditions, has the potential to transform how health care quality is measured and how value is demonstrated to health plan members.

We have demonstrated success in hypertension control, diabetes care, and colorectal cancer screening across our populations. While we're proud of this progress, we're committed to doing more to deliver equitable health outcomes for our members. In 2024 we began focusing on Medicaid members and metrics that include childhood immunizations, colon and cervical cancer screening, blood pressure and diabetes control, pre- and postpartum care, and depression screening and follow-up. These measures will be assessed and reported in a consistent fashion across all markets.

Member-centered care

We are dedicated to delivering personalized care to all of our members. Our workforce, most of whom are also members, is highly representative of our membership, and represents more than 260 ethnicities and speaks over 100 languages. Our call center staff are fluent in more than 140 languages. Member communications are printed in various languages, and translators are available to help patients and their families. We have more than 90 patient advisory councils, which include over 1,000 members, to codesign care experience improvements that benefit our members. See the [Responsible Business](#) section of this report for more information on our approach to workforce development and inclusivity.



We are committed to creating an inclusive and psychologically safe environment. We provide education and training for our employees to increase their skills in providing culturally sensitive care. For example, "Talking to Members About Social Health," is a training module that uses principles from trauma-informed care to help clinicians feel more comfortable and confident talking about their patients' personal circumstances in addition to their health.

Leading the nation

The Joint Commission and Kaiser Permanente came together in 2021 to establish the National Award for Excellence in Pursuit of Healthcare Equity. This annual award recognizes health care organizations and their partner institutions for leading initiatives that achieved a measurable, sustained reduction in one or more health care disparities. It honors the memory of our late chairman and CEO, Bernard J. Tyson, who worked tirelessly to ensure the highest quality of care for everyone in the U.S.

We opened the [Kaiser Permanente Bernard J. Tyson School of Medicine](#) in 2020. Students learn about the multifaceted health care issues our country faces and the social and environmental factors that affect health. Our medical school students also

have opportunities to learn from the physicians and care teams in Kaiser Permanente's integrated health care system. By reimagining how physicians are trained, the school aims to create outstanding physicians who will be skilled advocates for their patients and communities and who will drive change in the health care profession.



Care innovation

Alongside expert physicians and highly rated care facilities, our robust research capabilities help advance care, improve our members' experience, and identify solutions to improve the health of our members, patients, and communities we serve. Our research and clinical practices are integrated to promote continual improvement and leading-edge care delivery.



Our research teams are at the forefront of examining how innovations in care delivery can improve population health. Our large long-term membership enables us to study groups of people who are often underrepresented in research. Our physicians connect our patients to clinical trials that offer cutting-edge treatments, such as immunotherapy and precision medicine, for the care of patients with cancer, cardiovascular disease, and other major life-threatening illnesses. Our research on the coronavirus and COVID-19 contributed to the rapid development of vaccines, treatments, and other therapeutic strategies that has helped save millions of lives across the country.

As a part of our mission, we're always working toward making it easier and more convenient for members to get high-quality care and service. We invested in technologies to enable safe and convenient care that helped meet the ongoing demand for virtual care offerings during 2024. As we continue to invest in new and leading technology, equipment, care facilities, and more, we do so with a member- and patient-first approach. As part of this effort, we address digital gaps: While we have achieved a high level of digital connection with our members, there is still nearly 15% of our membership we have not reached.

The demand for telehealth and remote care remained high throughout 2024. Kaiser Permanente focused on more than just meeting the need for increased safety and convenience for our members. We also expanded our virtual care to include preventive care as well as advanced treatment of complicated and ongoing health conditions.

Kaiser Permanente provided more than 22.9 million scheduled phone and video visits in 2024. Our teams also adjusted resources and



services to help meet the increased mail-order pharmacy demand, filling an average of 128,000 prescriptions by mail each day.

In 2024, we continued our efforts to make 24/7 virtual care available to members through kp.org and our mobile app. It provides another personalized way for our members to talk with a clinician and get convenient, high-quality care. During each phone or video visit, a Kaiser Permanente clinician can access the member's electronic health record and use the person's medical history to help inform care decisions, order prescriptions, schedule follow-up procedures, or make a referral to a specialist.

Remote patient monitoring and care collaboration

Our remote perinatal monitoring program for obstetric hypertension supplements routine, in-person prenatal visits with more frequent blood pressure monitoring and care management. Participants are given a Bluetooth-enabled blood pressure monitor to use at home. The readings they take are transmitted to their electronic health records by smartphone and reviewed by their care teams to monitor their pregnancies. If needed, interventions may include prescribing medication to control a patient's blood pressure or inducing labor early. In 2024, more than 1,000 people enrolled in this program had their deliveries appropriately induced early, thanks to timely high-blood pressure alerts, avoiding potentially life-threatening complications for mom and baby.

We continue to leverage technology to better connect our clinicians across our integrated system. For instance, we created a new virtual platform that enables treating oncologists to collaborate with Kaiser Permanente cancer subspecialists from across the country on the best cancer care options for patients with complex or rare cancers, regardless of their location. The subspecialists become part of the care team and can access pertinent notes, lab results, pathology and

imaging for seamless collaboration on the patient's care within 2 business days, far faster than the industry average of 10 to 12 days.

Fostering responsible AI in health care

Artificial intelligence is an evolving technology in health care in 2024 and Kaiser Permanente is leading responsibly with its technological capabilities and offerings. AI encompasses a rapidly emerging set of tools and has significant potential to improve health care quality, safety, and efficiency. We also participate in the National Academy of Medicine health care artificial intelligence code of conduct, an initiative aimed at providing a guiding framework to ensure that AI algorithms and their application in health, medical care, and health research perform accurately, equitably, safely, reliably, and ethically in the service of better health for everyone. We have also established our own guidance on AI use and are instituting a governance construct to evaluate and monitor AI applications being used in administration and patient care.

In 2024, Kaiser Permanente rolled out a new assisted clinical documentation tool to doctors and other clinicians. The tool, powered by ambient listening technology, supports doctors and other clinicians by securely capturing clinical notes during in-person visits with patients, which helps care teams remain focused on talking with patients rather than on documentation or administrative tasks. By using the assisted clinical documentation tool, doctors and clinicians at Kaiser Permanente can spend more time understanding the needs of their patients and actively involving their patients in care decisions.



Accelerating a mental health workforce

Mental health is a critical health need across all Kaiser Permanente markets, and workforce shortages of mental health professionals are similarly widespread. Many people in the United States – particularly those in rural and historically underserved communities – live in areas with shortages of full-time clinicians, especially those who accept insurance. We launched the Mental Health Workforce Accelerator, known as the Accelerator program, in our Colorado and Georgia markets in 2023 to address the heightened, acute need for mental health professionals in these areas. The Accelerator program has since expanded into our Southern California, Hawaii, Washington, and Northwest markets.

Our broad aim is to expand access to high-quality mental health services in the communities we serve. Through the Accelerator's comprehensive offerings (including financial support, professional development, and test preparation), we support candidates in addressing barriers to securing licensure. In partnership with the National Council for Mental Wellbeing and market partners Resilient Georgia, Metropolitan State University of Denver, California Baptist University, University of Hawaii, Seattle University, and Oregon Council for Behavioral Health, the Accelerator program

provides wraparound support for mental health professionals who will work in community provider settings serving vulnerable populations.

Social health

Many of our members struggle with inadequate housing, hunger, financial stress, and other circumstances that create barriers to good health. Kaiser Permanente works proactively to identify members who might be at risk for these and other adverse social factors and, working with a robust network of community partners, we help people find assistance programs that can support their well-being.

Proactive support for vulnerable populations

We used advanced data analytics to identify members potentially vulnerable to social factors like food insecurity and financial stress, and we reached out by text, email, and phone to offer help enrolling in local community programs and public benefits that support overall health. Read about some of our outreach campaigns.

- **Nutrition assistance programs:** We continued to help members apply for nutrition assistance programs including SNAP (the Supplemental Nutrition Assistance Program) and CalFresh, as the program is called in California. We used text messages and email to contact members potentially eligible for nutrition benefits and assisted with 21,000 applications. We have assisted with applications for healthy grocery benefits for nearly 140,000 people since 2019.
- **Basic needs assistance:** We reached out to at-risk members by email and text to offer help with basic necessities, like food and finances, through the Kaiser Permanente Community Support Hub®. The outreach campaign focused on members who had previously screened positive for social needs or had other risk indicators, including previous medical financial assistance applications.

Making connections to improve health

The Kaiser Permanente Community Support Hub® is dedicated to helping people meet their basic needs. The hub operates proactively, using text, email, and phone calls to encourage members to complete social health screenings and to offer help finding and enrolling in community-based resources and government assistance programs that support overall health. The hub also provides on-demand services, including an online directory of resources at kp.org/communityresources that anyone can use to search for local programs that help with housing, food, paying utility bills, and more. People who would like more hands-on support locating resources can call the hub's toll-free call center at 1-800-443-6328 during business hours to talk to a specialist. Both services are offered at no cost.

Kaiser Permanente
Community Support Hub®

1-800-443-6328
kp.org/communityresources

- **Heat risk education and support:** In summer 2024, we called older members in Colorado whose neighborhoods and medical conditions made them especially vulnerable to heat waves to offer help locating local heat-safety resources, including energy assistance programs that offer free, home-efficiency upgrades to residents with lower incomes. The calls were made in tandem with a general heat-safety campaign to raise awareness of heat-related illness among all our members and to provide tips for staying safe during extreme temperatures. Similar heat safety campaigns are likely to expand to more locations in 2025.

Weaving social health into care and services

By screening for social risk factors, we can connect people with the support they need to stay healthy before they ever complete a health care visit. Early intervention helps prevent circumstances from worsening and creating additional adverse health outcomes. Meanwhile, we are creating more opportunities for members to receive social health support when engaging with traditional health care service providers and teams.

The Kaiser Permanente Community Support Hub is available to members directly by phone and online, while our care and service teams also use it as an additional resource for locating available community resources and supporting patients' social health. Here are some examples of where we are integrating the hub and its services into our care delivery system to increase social health screenings and support for members.

- **Cancer Support Line:** The Kaiser Permanente Cancer Support Line opened in 2024 to provide cancer patients and their caregivers a single source for help with nonclinical resources and information, including emotional support resources, help with appointments and billing, and coverage questions. Members with social needs are connected to the Kaiser Permanente Community Support Hub for help accessing healthy food, managing household costs, and other essentials.
- **Total health assessments:** As part of their annual wellness visits, our Medicare members are now asked a series of questions about their ability to pay for food, housing, and transportation, along with questions about their health and daily activities. We added these standard social health screening questions to members' annual health assessments in 2024 to allow care providers to evaluate and address all areas important to members' overall health, including their physical, mental, and social health.

Social health

Roy Angeles, a Kaiser Permanente member in San Diego, California, had been struggling to keep his diabetes under control until his case manager at the Kaiser Permanente Otay Mesa Medical Offices began asking him questions about his circumstances at home. Angeles admitted he wasn't taking his diabetes medications as prescribed because he often had to prioritize paying for rent and food over the prescriptions, none of which came easy after losing his job during the pandemic. Eleanor Pizarro, a nurse practitioner and Angeles' case manager, worked with him to find local programs that could ease his financial burden and enable him to take better care of his health. She used the Kaiser Permanente Community Support Hub to refer him to a local affordable housing program and helped him apply for CalFresh, which provides low-income Californians supplemental financial assistance to buy healthy food. She also helped him enroll in Kaiser Permanente's [Medical Financial Assistance program](#) for assistance with his diabetes medications and other health care costs.

"Every day I wake up, I have hope that things will get better," Angeles wrote in a letter to Pizarro and the rest of his Kaiser Permanente care team. He was grateful for receiving the additional support, which helped him create more stability for himself and his family and finally get his blood sugar levels under control. [Learn more about Angeles' journey](#) and the Kaiser Permanente Community Support Hub.

- **Medical-legal partnerships:** Working with local legal aid organizations in our communities, our care teams help patients facing housing insecurity receive legal help at no cost. One of those members was [Isabel Tevanyan, who feared she'd be homeless](#) when her landlord raised her rent by more than she could afford. Her care team at the Kaiser Permanente Los Angeles Medical Center referred her to Neighborhood Legal Services of Los Angeles County, where an attorney discovered the \$500 monthly rent increase was beyond legal limits and helped Tevanyan work with her landlord to stay in the apartment she has called home for many years. Tevanyan is just one of over 1,000 patients connected to no-cost legal support through our medical-legal partnerships in 2024.

Knowing that along with high-quality health care, people need a safe place to live, nutritious food, and other essentials to be healthy, we are expanding our approach to care to include understanding and addressing social factors that powerfully influence health. We completed 2.79 million social health screenings in 2024 and connected over 1.22 million members to financial resources, public benefits, and community-based programs.



Food Is Medicine

Food Is Medicine programs are evidence-based solutions for addressing food insecurity and the many diet-related, ongoing diseases affecting millions of people in the United States and worldwide. Programs include medically tailored meals, produce prescriptions, nutrition counseling, nutrition security programs, and more.

Building on decades of experience making fresh, whole food more available in our communities and championing the connection between food and health, [we launched the Kaiser Permanente Food Is Medicine Center of Excellence](#) in 2024 to help more people everywhere eat healthier and improve their health. The center is integrating nutrition-based interventions into care delivery to transform the prevention and treatment of diet-related diseases and increase access to healthy food for our members and communities by:

- Expanding screenings for food insecurity and nutrition status and helping people who need support apply for SNAP benefits and other programs that increase access to healthy food
- Increasing [clinical nutrition training for health professionals](#)
- Increasing access to evidence-based Food Is Medicine programs for more people
- [Researching interventions](#) and sharing results with the field to further establish the evidence base for Food Is Medicine programs at health systems across the country
- [Investing in programs and partnerships with local nonprofits](#), government agencies, and businesses on programs that improve health and nutrition among our members and in our communities

Together with more organizations that support Food Is Medicine, we can make healthy, affordable food available to everyone, and transform the way we prevent and treat diet-related diseases.

A photograph of three diverse individuals (two men and one woman) looking at a tablet together. They are all smiling and appear to be engaged in a collaborative discussion. The man on the left has curly hair and is wearing a plaid shirt. The woman in the center has curly hair and is wearing a dark blazer over a white shirt. The man on the right is wearing a light-colored shirt. They are standing in an indoor setting with large windows in the background.

Building Healthier Communities

We are working to improve conditions for health and equity in our communities.



KAISER PERMANENTE®

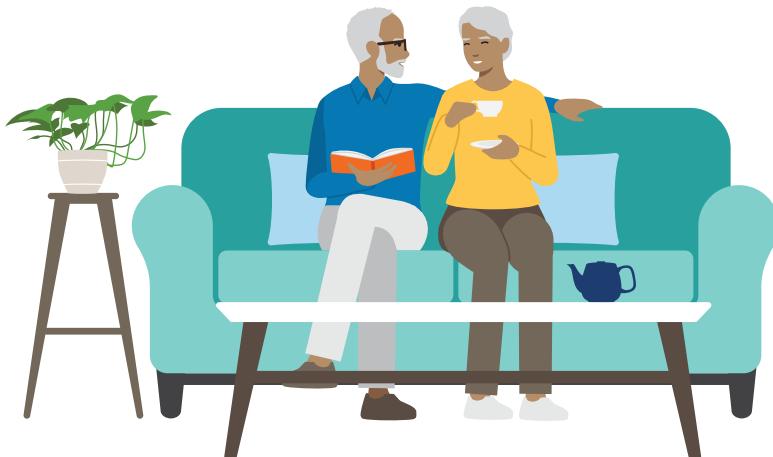
Community health

When people in our communities struggle to meet basic needs like safe and affordable housing, nutritious food, 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 strive to keep people healthy, not just treat them when they are sick.

We do this by working with communities to address the biggest factors shaping people's health. That means working to find solutions to deep-rooted barriers to meeting basic needs like housing, food, and finances, among others, that are preventing people from getting and staying healthy.

By keeping communities healthy, we not only improve the lives of our members, we also help make the health care system work better for everyone.



Access to care

When people find themselves choosing between paying for medical care or paying for basic needs, they often skip their doctor visit or delay getting a prescription. We help people connect to care and coverage regardless of their ability to pay.

Access to care

Our Medicaid, Community Health Coverage Program, and Medical Financial Assistance program provide people who have low incomes access to high-quality care and coverage.



Medicaid and the Children's Health Insurance Program provide access to no-cost or low-cost health coverage to people who have low incomes, pregnant women, the elderly, and people with disabilities. We provided health coverage to 1.5 million people through these programs in 2024.

We also provided health care coverage to over 14,000 people with low incomes who don't have access to Medicaid or other public or private health coverage through our Charitable Health Coverage Program in 2024.

And 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.

Safety-net support

Kaiser Permanente is committed to working with health care safety-net organizations to ensure people who are most in need in our communities receive the right care, at the right time, and in the right settings, from a workforce that meets their needs.

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

In 2024, we supported over 90 health care safety-net organizations across our communities. These included federally qualified health centers, community health centers, refugee care programs, free clinics, primary care associations, and various hospital system coalitions and clinics.

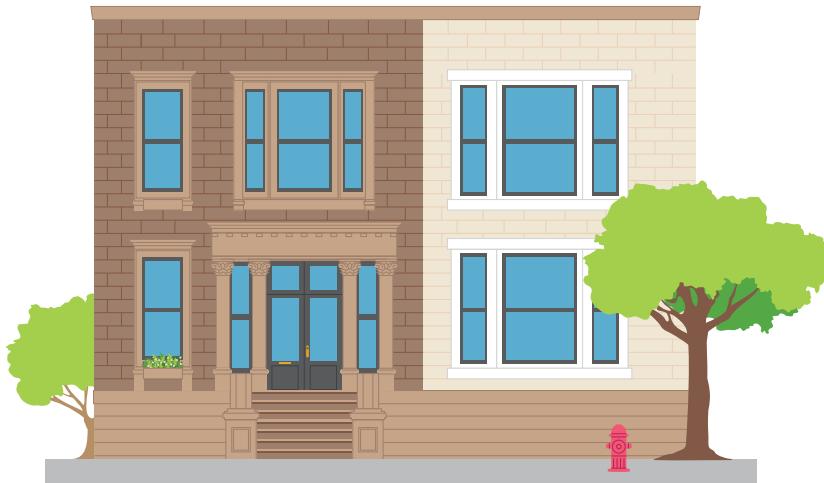
Furthering our commitment to supporting our safety-net partners, Kaiser Permanente supported [Camden Coalition's](#) first-of-its-kind Complex Care Certificate program. With the certification, 1,700 front-line providers on multidisciplinary care teams are now delivering wholistic, equitable, data-driven care to people in their communities.

In California, we supported 32 community health centers in 8 counties through our Population Health Management Initiative, which helps address care disparities and improve health outcomes for patients. As a result, care experiences are improving to strengthen patient relationships and best support the people who provide care to the 1.1 million people at these community health centers.

Housing

Safe, affordable housing is a critical part of getting and staying healthy. Yet rising rents, stagnant incomes, and a dwindling housing supply are making it more challenging for individuals and families to find and stay in secure housing.

In Kaiser Permanente communities, about 1 in 7 members face housing instability.



Not knowing where you are going to sleep on any given night is incredibly harmful to physical and mental health, which is why we are working with community organizations to prevent evictions, end veteran and chronic homelessness, and provide shelter for people who are recovering from an illness but have nowhere to go.

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

Preventing and ending homelessness

We continued our partnership with Community Solutions, a nonprofit working to end homelessness. In the 7 states and 37 communities where we partner, 12 communities have seen sustained reductions in homelessness. Twenty of the communities created solutions to more quickly address the needs of people experiencing homelessness. Four communities achieved functional zero homelessness. This happens when a community's homeless services can support people who are housing insecure and prevent them from spending a night sleeping outside. And if someone does end up homeless, it is rare, brief, or a one-time experience.



Medical respite care

Medical respite programs offer short-term residential and medical care for people who are ill or injured and lack shelter. In addition to providing a safe place for recovery, these programs offer case management services to address the underlying factors that contribute

to poor health. Case management helps patients access resources and services, such as housing, mental health care, and social services.

We continued to invest in medical respite programs in 2024, expanding medical respite care delivery throughout Kaiser Permanente communities. We funded 32 medical respite programs across 7 states where Kaiser Permanente operates to enhance the medical respite care initiative for 6,500 people.

Food and nutrition security

We know that adults with healthy diets tend to live longer. And they have a lower risk of diet-related diseases, such as diabetes, high blood pressure, and obesity. Yet over 44 million people in the U.S., including 13 million children, don't have enough to eat or can't afford healthy food.



To help combat hunger and promote healthy eating in our communities, we continue to invest in programs and partnerships that increase access to healthy food. We invested more than \$3 million in 2024 to help local food banks purchase and distribute healthy and culturally relevant food in local communities. We worked with Food Bank of the Rockies and similar relief organizations across our 8 markets to reduce barriers to healthy food, including for people whose backgrounds, language skills, and unfamiliarity with ingredients can create obstacles for using community food pantries and programs. Our work was part of the national Food Is Medicine movement.

We contributed nearly \$10 million to local organizations working to increase enrollment in the Special Supplemental Nutrition Program for Women, Infants, and Children, known as WIC; the Supplemental Nutrition Assistance Program, known as SNAP; and the Summer Electronic Benefits Transfer program, known as Summer EBT or SUN Bucks, the first new, permanent federal food assistance program in nearly 50 years. This grant funding also supported nonprofits working with local health systems across our communities to enroll people who have or are at risk of having diet-related diseases into medically tailored meals programs and healthy grocery programs.

Public health

We know it's not enough to work only on improving the health of individuals and neighborhoods. For communities to truly be healthy, we also need to focus on improving the larger systems – government, public health, health care – that shape our everyday lives.

Across the regions where we work, we see the most impactful and innovative health ideas being tried. We want to shine a light on what's working and how best practices can be spread across the country. We can't do this on our own, which is why we are working to be a convener, a connector, and a partner to leaders and changemakers.

Common Health Coalition

The Common Health Coalition, a one-of-a-kind partnership between leading U.S. health organizations to ensure better coordination with public health agencies, saw incredible growth in 2024. Coalition membership grew from 5 founding organization members, including Kaiser Permanente, in its first year, to over 100.

Recognizing the critical importance of community health workers across health care and public health, the coalition launched a Common Health Challenge in 2024 to encourage members to commit to ensuring that community health workers become part of the fabric of the U.S. health system. Through the Common Health Challenge, we'll help coalition members and partners identify and spread best practices when it comes to deploying community health workers to improve the lives of patients across the country.



The case for community health care workers

Who are community health workers, exactly? They are the hidden heroes in our complex health care system. They're outreach workers, navigators, and peer counselors – sometimes called "promotores de salud." They help connect people to the often-disconnected services – like reliable transportation or stable housing – that people need to support good health.



Kaiser Permanente Center for Gun Violence Research and Education

The U.S. Surgeon General issued an advisory in 2024 declaring gun violence a public health crisis. It's the leading cause of death among children and teens, and a top health priority in some of our communities, according to our latest Community Health Needs Assessment (from 2022 to 2025).

At the Kaiser Permanente Center for Gun Violence Research and Education, we use the same rigor and clinical expertise we use to study and prevent strokes, cancer, heart disease, and other leading causes of death to address gun violence. We support research and education focused on identifying the root causes of firearm injuries and death – and what can prevent them.

We issued 10 new grants in 2024 to support community-led organizations working to explore new and inventive ways to prevent gun violence. Since its start in 2022, the center has launched 39 interventions, programs, and research activities in 19 states, including Colorado, Louisiana, Michigan, Missouri, Utah, Texas, and Virginia – as well as in our own health care organization.

Promoting firearm safety in health care settings

Alongside her team, Julie Richards, PhD, PMH, an assistant investigator at the Kaiser Permanente Washington Health Research Institute, studies firearm prevention in health care settings.

A grant from the Kaiser Permanente Center for Gun Violence Research and Education supported Richards' work interviewing 80 firearm owners and people who have experienced suicidality. Richards and her team researched interventions that integrate suicide prevention into routine primary health care. Now in Kaiser Permanente Washington, pediatricians and mental health care workers provide firearm locking devices to patients during safety planning and preventive visits.

CityHealth

CityHealth, Kaiser Permanente's collaboration with the de Beaumont Foundation, advances a package of tried, proven, and bipartisan policy solutions that help millions of people live longer, better lives in vibrant, prosperous communities. CityHealth offers recommendations for policies on affordable housing, flavored tobacco restrictions, public green spaces, healthy food purchasing, and more.

CityHealth rates the nation's 75 largest cities on how well their policies benefit the health, well-being, and quality of life of its residents. In 2024 CityHealth recognized:

- 63% of the cities for the strength and number of policies they had in place
- 87% of cities in Kaiser Permanente's services areas for their policies to support the health of their communities



Environmental stewardship

Building a healthier future for generations to come

As a health care provider and anchor institution in our communities, Kaiser Permanente has an obligation to protect the health of our members and communities. That's why we are committed to doing business in a way that promotes healthier environments and keeps our communities resilient to the impacts of extreme heat and cold, wildfires, and other climate threats. Read the [Thriving Planet](#) section of this report to learn how we are addressing climate-related health risks with our business practices and within our communities.

Thriving Schools

In collaboration with schools and school districts, our [Thriving Schools program](#) addresses the physical, social, and mental well-being of students, staff, and teachers.

In 2024, we supported over 5,000 schools and district partners, and more than 1,200 new schools and districts used Thriving Schools resources to improve learning environments and the health of students and staff.

Our Educational Theatre Program served over 100,000 students and adults in 2024 with award-winning health-related virtual performances and workshops, inspiring students, teachers, and staff to make healthy choices.

Alongside bipartisan education leaders, we took part in the [Every Day Counts Summit](#) to discuss chronic absenteeism and develop strategies to increase regular attendance. Supporting student and staff attendance improves more than just academic achievements, it supports long-term positive life outcomes.

We led The Healthy Schools Community of Practice convening of school district health and wellness leaders across Kaiser Permanente's footprint. Nearly 200 representatives from 96 priority districts in our communities joined the practice. This year's convening focused on school student smartphone and social media use policies.





Responsible Business

We operate an inclusive, equitable, and responsible business for positive impact.

Our high-quality, affordable health care and coverage are powered by our core business functions, including human resources, procurement, real estate and facilities, and treasury and investments – all of which operate at the highest levels of business integrity and ethics. We seek to optimize the community value provided by our business beyond simply the health care we provide. We understand that we can contribute greatly to the culture of our communities by the way we run our business.

Our history

For nearly 80 years, Kaiser Permanente has been guided by a core belief: Everyone deserves a fair opportunity to be as healthy as possible, no matter who they are, where they come from, how much income they have, or what they believe. This is what health equity means to us at Kaiser Permanente and what our organization has been built upon.



Our long-standing commitment

Kaiser Permanente began in the shipyards, where people of different backgrounds, experiences, and abilities worked side by side as peers. In the 1940s, when many hospitals were segregated, we had integrated wards, built diverse teams of employees and physicians, and treated all of our patients equally with dignity, fairness, and respect.

We're committed to promoting fair outcomes for everyone and removing unjust, unequal, and preventable barriers to optimal health. We're taking ownership and addressing opportunities to build an even more inclusive, respectful, and collaborative workplace where everyone feels valued and has equal opportunity to contribute to our mission.

An inclusive and psychologically safe environment

Accomplishing our mission requires the participation and engagement of everyone by leveraging all the various backgrounds and perspectives within our workforce and among our physicians. We work together to deliver high-quality care and service to our members. We will continue to build a highly inclusive environment where our employees and physicians feel safe, valued, and respected, enabling them to reach their full potential. Inclusion has a ripple effect across the organization. It impacts how we work, our work environment, our service, and ultimately the experiences and outcomes of our patients.

As part of this work, we assess and measure internal inclusion and psychological safety indicators. We do this in various ways, including monitoring the Inclusion and Speaking Up indexes in our People Pulse annual employee engagement survey, correlated business indicators, and qualitative workforce insights through

listening sessions. We also participate in benchmarks that give us insight into continued opportunities and effective practices.

Leveraging internal and external findings, we have developed several tools and initiatives to help empower and equip our workforce and managers for success across our organization.

- **Equity principles:** Our equity principles guide our practices and behaviors, reflect our mission and vision, and help create an environment of belonging, trust, and mutual respect. These principles are integrated into our code of conduct, onboarding, and core talent programs.
- **Inclusive design:** This holistic approach to problem-solving focuses on developing solutions in partnership with our workforce, members, and communities. We provide training on this approach and use it to integrate and improve fairness across our practices and systems.
- **Health equity portal:** This repository offers internal and external resources to help employees and physicians access frameworks and resources for fair and inclusive care.
- **Health Equity Conference:** A new collaboration with National Quality produced the first-annual Health Equity Conference in 2024, featuring both internal and external experts in value-based care delivery, quality, and safety practices, all centered around our commitment to the many communities we serve.



• **Guide to Creating Empowered and Engaged Teams:**

In partnership with Workforce Well-Being and Employee Assistance, NEID produced the Guide to Creating Empowered and Engaged Teams. This playbook is designed for both people managers and employees to encourage innovative approaches to building trust and psychological safety. It focuses on practicing authenticity, enhancing well-being, fostering healthy team relationships, and inspiring a motivating team culture.

Supporting military talent transitions and workforce readiness



Kaiser Permanente supports service members, veterans, and their families as they transition into civilian careers. Our programs reflect our commitment to building a strong, future-ready workforce while honoring the experience and leadership military members bring.

Our Military Officer Transition Program assists junior officers in transitioning to civilian leadership roles. We use a priority consideration process in our applicant tracking system to increase visibility for veterans, helping more candidates advance through hiring. A dedicated careers microsite offers tools like a [Military Skills Translator](#) and access to our talent network.

Through the Department of Defense SkillBridge Program, we provide active-duty service members with real-world work experience in their final 180 days of service through internships, apprenticeships, or training placements.

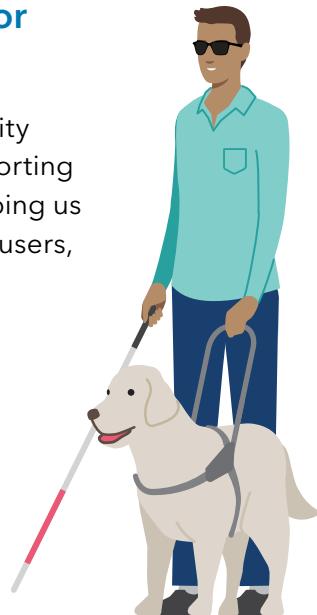
Our partnership with Hiring Our Heroes connects military community members, including spouses and caregivers, to short-term internships that offer hands-on experience and often lead to permanent roles. These efforts help bridge military and civilian careers while strengthening our pool of future talent.

Ensuring access and inclusion for employees with disabilities

Kaiser Permanente has a robust Accessibility Community of Practice dedicated to supporting our Digital Accessibility Standard and helping us meet the accessibility expectations of our users, customers, and internal partners.

We have a centralized team of disability consultants who provide interactive consulting services for employees and managers with disabilities to ensure employees receive reasonable accommodations to perform their job duties. Kaiser Permanente maintains an internal site that assists leaders as they manage and lead employees with disabilities by providing numerous resources such as Accessibility at KP, Support Performing Your Job, Time Off Benefits, Support for Individuals With Disabilities, Career Opportunities, and links to resources supporting our commitment to a Diverse and Inclusive Workforce.

Through our Center of Excellence, we have a dedicated team of experts working on digital accessibility. We require digital accessibility training for all content creator staff (internet technology,



communications, and marketing) and sourcing professionals who need to include accessibility requirements when sourcing products and services that include digital content. Our centralized communications and support centers have trained staff and a defined process in place to handle support for employees and external customers, including requests for accessible formats.

Kaiser Permanente continues to participate in Project SEARCH. This intern recruitment project looks beyond disability to help young adults find jobs and independence.

The cornerstone of Project SEARCH is total immersion in the health care workplace. Kaiser Permanente medical centers provide students with 3 10-week rotations through different departments, including pharmacy, food services, administration, and materials management. For 5 days a week, interns report to Kaiser Permanente, learning job skills in a class or workshop setting. Kaiser Permanente managers and supervisors work with the Project SEARCH staff to support the interns during the day. Interns get continual feedback from the internship manager, co-workers, and Kaiser Permanente's Project SEARCH team.

Our business resource groups

Since 1989, our business resource groups have brought together people with shared life experiences to foster a culture of belonging for all employees in support of our mission. Our business resource groups are open to all employees. The groups create experiences and opportunities that reinforce our organizational values and priorities for our workforce, members, and communities.

Our business resource groups serve as cultural advisers across Kaiser Permanente. In 2024, they provided input and advising on 51 business requests related to volunteer recruitment, human resources

and employee relations, community health initiatives, recognition programs, and business development.

Over 10,300 of our employees and physicians are members of at least one business resource group, and more than 4,200 participate in more than one group. We continue to evaluate and improve the program to increase engagement across our workforce.

Investing in workforce development and advancement

Our workforce development efforts are industry-leading and help tens of thousands of employees earn credentials, access professional coaches, and secure higher-earning positions every year.

We understand the value of beginning a career at Kaiser Permanente, and we are committed to ensuring that everyone in our communities has equitable access to that opportunity.

Our development programs increase access to education and exposure to skill development, job experiences, and employment opportunities. Several of our health care workforce development programs are joint initiatives with our labor partners. Through these programs, we strengthen workforce talent pools and provide opportunities for people already in the health care workforce to grow and advance in their careers.

We invest in workforce development directly and through contributions to trust funds managed in partnership with our labor partners, including the Ben Hudnall Memorial Trust and the Service Employees International Union-United Healthcare Workers West Joint Employer Education Fund. These efforts provide tools and resources to help front-line employees gain new skills and advance in their careers. Resources provided include coaching, training,

and apprenticeship programs; scholarships and tuition reimbursement for degree and certification programs; and computers and mobile hot spot devices for qualifying students.

In 2024, nearly 39,000 Kaiser Permanente employees, representing 27% of those eligible, accessed programs through the Ben Hudnall Memorial Trust and SEIU-UHW Joint Employer Education Fund.

Our approach to workforce well-being

Kaiser Permanente's workforce well-being program fosters a culture of workplace health and well-being and gives all employees tools and resources to achieve and reinforce the importance of total health – a state of physical, mental, and social well-being. Total health encompasses all that we do at Kaiser Permanente, and well-being is an integral part of our work because when our workforce thrives, so do our members, our communities, and our organization.



We believe in helping our employees thrive by encouraging wellness, supporting balance, and empowering action so that everyone can be their best self. Our work helps accelerate a culture of workplace health and well-being by collaborating with multiple departments across the organization on 6 key areas of focus:

- Physical health and safety
- Mental health and wellness
- Healthy relationships
- Community involvement
- Career wellness
- Financial wellness

These elements of well-being are interrelated, so the programs and activities we offer to our workforce touch on all 6 areas to provide holistic support.

Kaiser Permanente continues to be a leader in workforce well-being practices, demonstrating our commitment and best-in-class strategies to improving health and overall well-being – and meeting high standards and achieving award recognition from the American Heart Association for a culture of well-being and the Business Group on Health for excellence in health and well-being, mental health, and health equity.



Programs and activities

Our Workforce Well-Being monthly themes are an organization-wide initiative to support the mental health and well-being of our workforce and offer resources that address stress, burnout, and the ongoing challenges facing the health care workforce. The program supports leaders, managers, physicians, and employees through training and activities that educate employees about the key drivers of burnout, help to facilitate new work norms, and provide monthly team activities that support employees on a variety of well-being topics.

We continue to remain committed to eliminating the stigma of mental health conditions in the workplace. We introduced an online training course to give all employees access to information about mental health conditions and how to care for their mental health. The program reduces stigma in the workplace, fosters a supportive environment, and helps employees find available resources. More than 84,000 employees completed the online mental health training by the end of 2024. We also offer an employee assistance program that provides confidential assessments, short-term counseling, and referrals by licensed, trained clinicians to all Kaiser Permanente physicians, employees, and their dependent family members who would like assistance.

Our national Mental Health Advocate network connects and empowers employees who are interested in spreading mental health and wellness education within their local departments. Advocates have access to tools, resources, and activities they can share with their teams to create supportive, stigma-free workplaces and to



normalize conversations about mental health. The advocate role is voluntary, and we continue to see a steady rise in participation. At year-end 2024, 744 advocates were actively engaged in efforts across Kaiser Permanente.

In response to continued low self-reported exercise levels among our employee population, we placed renewed focus on physical health in 2024. Go KP campaigns promote walking and outdoor activities as ways to increase fitness, support mental health, and build connections with co-workers by participating on teams. In 2024, 26,670 employees and physicians participated in these physical activity campaigns.

Leader and manager development and training

Our Thrive Series and Getting Better Together leadership development and training for senior leaders, managers, and front-line staff help to foster well-being in the workplace, while offering an evidence-based playbook with guidance for taking action.

Unit-based teams health and safety champions

The Unit-Based Teams Health and Safety Champion program, created by the Labor Management Partnership, embeds health and well-being activities into the workplace through a network of 3,321 health and safety champions. The champions lead well-being projects across the organization. In 2024, health and safety champions initiated 2,725 projects – 1,236 focused on workplace safety and 1,489 focused on a healthy workforce.

Workplace well-being policies

Kaiser Permanente believes in making the healthy choice the easy choice and has implemented several workplace well-being policies to support our employees. These include a no-smoking policy that applies to all our campuses, a healthy catered food policy for company-sponsored meetings and events, a lactation support policy for new mothers returning to work, and a healthy workplace activities policy that encourages physical activity and mental wellness during the workday.

These programs foster a workplace environment that supports health and well-being, including psychological safety and inclusiveness, that enables our workforce to thrive.

Employee engagement

Our mission to improve health requires full engagement by our people. By sharing their voices about their work experiences, employees can create changes that make Kaiser Permanente an even better place to work. People Pulse, our employee engagement survey, helps us understand our internal strengths and opportunities to improve, and it guides our actions so employees can continue to contribute to our mission.



We have significantly expanded our capacity to measure the well-being of our employee population through our Employee Well-Being Questionnaire. This questionnaire asks validated

questions on well-being and burnout. In 2024, we sent the questionnaire to our entire eligible employee population, and over 29,000 employees responded. We use the survey results to track the subjective well-being status of our employee population over time and benchmark against external measures. The results guide the overall direction of our well-being efforts and help identify areas that need improving.

We've identified a link between high scores on our People Pulse Culture of Health Index and better performance on certain employee and patient outcomes.



An engaged workforce can lead to better employee and patient experiences.

Kaiser Permanente research has found that departments in which employees feel engaged have:



2.6x
fewer workplace injuries



1.6x
fewer lost workdays

And better patient outcomes, such as:



72%
fewer falls



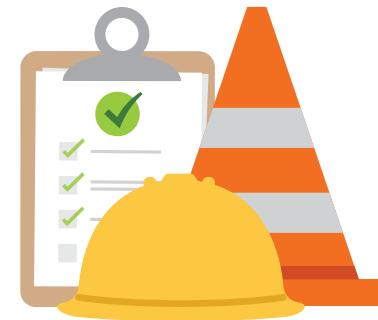
5%
better overall hospital experience

Workplace safety

At Kaiser Permanente, we believe an injury-free workplace is an essential ingredient for high-quality, affordable patient care. We prioritize the health and safety of our workforce and take a comprehensive approach to managing workplace safety across all administrative and clinical settings.

We have a goal to eliminate all causes of work-related injuries and illnesses and create a workplace free from harm. Through the Labor Management Partnership with the Coalition of Kaiser Permanente Unions and the Alliance of Healthcare Unions, we established and maintain a strong workplace safety program and strategy, with a structure based on 4 key pillars: leadership and employee engagement, safety management systems, risk reduction, and performance management.

The workplace safety program is led by Kaiser Permanente and labor leaders at the national, regional, and medical center levels, and it's highly visible. Reports are provided regularly to the Kaiser Foundation Health Plan and Hospitals boards of directors. We set goals and benchmark our performance against Occupational Safety and Health Administration recordable injury data published by the U.S. Bureau of Labor Statistics, incorporating the Total Health Care and Social Assistance industry codes in the North American Industry Classification System. Each quarter, the Workplace Safety Scorecard provides a broad audience at Kaiser Permanente with a summary of progress toward goals and targets, areas of highest risk, and mitigation strategies.



We maintain policies that promote consistent practices, in compliance with federal, state, and local laws and regulations to support a culture of health and safety and to protect the environment. This includes policies to provide clear roles, responsibilities, and requirements for staff and managers who work in departments that provide clinical care and transport patients and members.

We take preventive measures to provide a safe environment for everyone on our premises and in our working environments and expressly prohibit acts or threats of violence or intimidation that involve or affect work or that occur on Kaiser Permanente premises.

Over 90 employee safety training modules covering a broad range of topics – from blood-borne pathogens to ergonomics to fire safety – are maintained in our online learning system, KP Learn.

Regulatory-required training is monitored for compliance.

Additional, nonregulatory-required employee safety training modules specific to employees' roles, responsibilities, and interests are available and accessible to all our employees. Our online resource application, SafetyNet, provides centrally accessible information about employee safety programs, resources, and contact information.



Other employee benefits

Our employees work hard every day to support our mission. In return, we offer market-leading compensation and benefits, comprehensive health coverage with little to no cost share, retirement programs, and robust time-off policies designed to help our employees and their families stay healthy, meet their financial goals, and generally thrive in and beyond work. We offer financial assistance for higher education to employees through several programs that offer scholarships, and we offer tuition reimbursement up to \$3,000 a year.

Access to economic opportunity: Our anchor strategy

As one of the nation's leading health care providers and integrated nonprofit health plans, we employ over 240,000 people, purchase tens of billions of goods and services annually, and have billions of dollars in assets under our management, including our more than 611 medical offices, 40 hospitals, and our administrative buildings.

We recognize that we have tremendous economic power and can influence local economies, and we strive to contribute to inclusive economic opportunities in the communities we serve. We believe that this approach provides mutual, sustainable benefit to our business, employees, business partners, and communities.

We consider Kaiser Permanente to be an anchor institution in all the communities where we provide coverage and care. Per the National Academy of Medicine: "Anchor institutions are large, usually nonprofit, organizations tethered to their communities, like universities, medical centers, or local government entities.

They have significant economic and social impact on their communities, and they also have an economic self-interest in making sure these communities are healthy and safe.”

Anchor institutions are place-based, mission-driven entities that leverage their economic power and their human and intellectual resources to improve the long-term health and social welfare of their communities.

We understand that income-earning and wealth-building opportunities are foundational to healthy communities, and support access to health care and education, housing stability, and food security.

Our anchor strategy encompasses commitments to:

- Responsible sourcing and purchasing
- Responsible and mission-aligned investing
- Responsible and inclusive hiring, development, and advancement
- Facilities planning, design, and construction

Our industry leadership has allowed us to cultivate strong, long-lasting relationships with partner organizations. For example, in 2016 we helped found the Healthcare Anchor Network, a national collaboration of more than 75 leading health care systems, to build more inclusive and sustainable local economies.

We also participated in Healthcare Anchor Network’s Policy Day 2024 to advocate for affordable housing and workforce development policies and programs with health systems across the United States, representing almost 651 hospitals in 41 states and Washington, D.C.

Responsible and inclusive hiring, development, and advancement in our communities

The many programs and initiatives at Kaiser Permanente to recruit, hire, develop, and advance our employees are also an element of our anchor strategy. In addition to the comprehensive work already described, we undertake initiatives designed to develop talent in the communities we serve.

We believe that building and supporting a more stable, inclusive public health and clinical workforce is a critical part of how we can create economic opportunities and be better prepared to meet the needs of our communities.



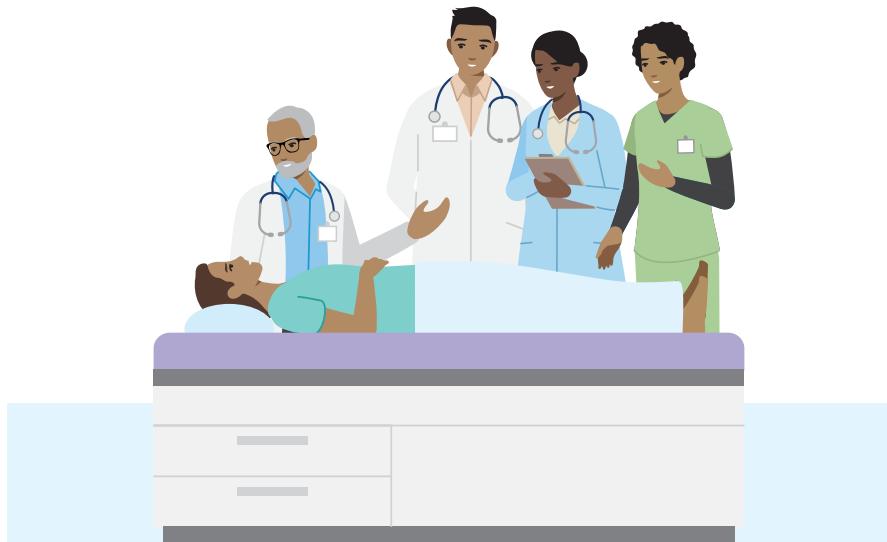
We are working to empower people from all backgrounds to achieve academically and gain the skills needed to improve their access to quality, well-paying jobs.

High-Impact Hiring is our formal strategy for talent-sourcing and workforce planning to create career pathways for our most vulnerable unemployed and underemployed community members. High-Impact Hiring strategies seek to support local employment and improve community health.

In 2024, our Talent Strategy and Acquisition teams engaged over 12,800 candidates from trade schools, junior colleges, and universities. Through these efforts, we engaged a wide range of inclusive, community-based workforce development programs to support people as they pursue career pathways in health care and explore careers at Kaiser Permanente.

We welcomed 881 nonclinical interns, with 225 of them hosted by University Relations. Of the conversion-eligible interns hosted by University Relations, 25% were hired into full-time employee roles.

In 2024, our National Patient Care Services and Talent Strategy and Acquisition teams partnered to launch an organization-wide nurse residency program and hired over 600 new registered nurses. This program was designed to support newly licensed nurses as they embark on their professional journeys with Kaiser Permanente. This program focuses on engaging with colleges and universities within Kaiser Permanente service areas and beyond.



Our National Health Equity Scholars program awarded 420 scholarships to students with low incomes.

Kaiser Permanente is a mission-driven organization dedicated to improving lives, and we recognize that U.S. military members are uniquely qualified to enhance our team. We actively recruit veterans and military members transitioning to civilian life.



Our work earned us recognition as a [2024 Military Friendly Employer](#), the ninth year in a row we've received the title. Our [Veterans Talent Strategy](#) team strengthened relationships with Hiring Our Heroes and the Department of Defense's SkillBridge Program and continued to grow our Military Officer Transition Program.

Kaiser Permanente helped start [Futuro Health](#) in 2020. The nonprofit transforms the lives of adult learners by providing supportive, personalized education journeys that lead to meaningful health care careers. We empower each Futuro Health scholar with the guidance, tools, valuable health care training, and qualifications they need to launch careers caring for others. In 2024, 90% of Futuro Health scholars were members of ethnically diverse groups, 49% were bilingual, and 76% were female.

Responsible procurement

Health care organizations purchase a wide range of supplies and services, such as uniforms, furniture, housekeeping equipment and supplies, linen services, waste disposal services, and translation services.

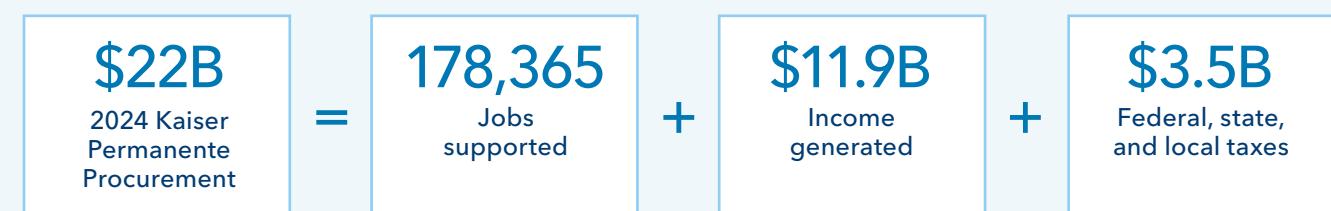
At Kaiser Permanente, we use our purchasing power to promote economic opportunities for local, small businesses. In this way, we support healthy, inclusive, equitable, and sustainable economies. Our annual procurement spending generates substantive economic impact in local communities by supporting jobs, generating indirect income, and contributing to federal, state, and local taxes. We estimate that the \$22 billion we spent in procurement in 2024 supported 178,365 jobs, generated \$11.9 billion in income for people in our communities, and contributed \$3.5 billion in federal, state, and local taxes.

Additionally, Kaiser Permanente was honored as a 2024 Electronic Product Environmental Assessment Tool, or EPEAT, Purchaser Award Winner by the Global Electronics Council, recognizing our excellence in the sustainable procurement of IT products. By choosing EPEAT-certified products, we not only align with Kaiser Permanente's 2025 environmental stewardship goals but also significantly reduce our environmental footprint.

At Kaiser Permanente, we know that health, economic opportunity, and wealth are linked, and small businesses create vital jobs and thriving local economies. We are helping suppliers convert their businesses to employee ownership, through partnerships with Project Equity and the Obran Cooperative. Employee-owned companies increase opportunities for employees to build wealth and are often [more resilient than other businesses](#).

The economic impact of our procurement spending

Our 2024 procurement dollars drove economic impact by supporting jobs, generating indirect income, and contributing to federal, state, and local taxes.



Note: Impact was calculated using estimates from the IMPLAN Economic Analysis tool and our 2024 procurement, aggregated by state.

2024 success stories

Responsible and mission-aligned investment

Kaiser Permanente invests in a diverse portfolio of equity, fixed income, alternative, and cash investments designed to deliver long-term returns that satisfy or exceed plan liabilities to participants and beneficiaries.

Our investment practices take a mission-driven approach.

- **Exclusionary screening:** Protecting communities by avoiding investments that undermine our mission, such as tobacco and firearms manufacturers
- **Environmental, social, and governance integration:** Reinforcing our mission while aligning to the marketplace by integrating environmental, social, and governance criteria across our portfolio, including more than 10 years of renewable energy investment
- **Impact investing:** Taking a targeted approach to achieving financial returns and social and environmental impact in our communities through our Thriving Communities Fund

Established in 2018, the Thriving Communities Fund has grown from a \$200 million to a \$400 million allocation committed to impact investment targeting Kaiser Permanente communities. Our impact investing portfolio seeks to support the most vulnerable members in Kaiser Permanente communities by addressing housing and economic opportunity – key social determinants of health – to improve health outcomes and quality of life for all in Kaiser communities, while also achieving financial returns that enable the fund to sustainably continue investment on an ongoing basis. The Thriving Communities Fund is led through a partnership of our Community Health and Treasury departments to ensure alignment with our national housing and economic development strategies.

As of 2024, the fund had deployed over \$303 million, with \$272 million invested in affordable housing projects – producing and preserving nearly 13,545 units of affordable and permanent supportive housing, developments whose asset values total over \$3.1 billion. And \$32 million had been invested in small businesses, entrepreneurs, and neighborhood corridors, helping create and sustain over 1,700 high-quality jobs and helping develop over 1.5 million square feet of commercial real estate for 92 small businesses.





Facilities planning, design, and construction

In 2024, Kaiser Permanente continued to innovate in the planning, design, and building of new facilities in a new way. Kaiser Permanente spends close to \$2.7 billion annually in construction, renovation, and capital maintenance so the opportunity to do this in a way that confirms value in our communities is tremendous.

By working with communities in deeper ways to understand need, connect people who face barriers to employment to jobs in construction and health care, address neighborhood blight through land redevelopment, and increase access to meeting spaces and Wi-Fi, we can meaningfully improve communities.

When building new facilities, we follow a set of requirements intended to engage local communities and maximize economic benefits extended to them from our facility development.

- Through data analysis (including Community Health Needs Assessments, Neighborhood Deprivation Index, and Kaiser Permanente aggregated member health data) and community engagement, we identify community needs and opportunities and determine what the building can contribute.
- We use sustainable building materials.
- Many of our major construction projects are achieving LEED, or Leadership in Energy and Environmental Design, Gold or Platinum certification.
- We engage local artists for facility artwork.

As of 2024, Kaiser Permanente had 84 LEED-certified facilities. Our renewable energy program has installed solar power at 120 hospitals and medical buildings throughout Kaiser Permanente. And we are contracting the energy output of off-site wind and solar projects. All of these initiatives are a large part of our overall sustainability strategy, described in the [Thriving Planet](#) section.

We are committed to an inclusive supplier and construction business environment. In 2024, we spent \$267 million in tier 1 and \$133 million in tier 2 spending with diverse suppliers for design and construction services. We also hosted multiple informational events to build the capacity of smaller construction firms to work directly with Kaiser Permanente or subcontract on our projects.

Kaiser Permanente sponsored the Building for Growth 18-week cohort in 2023, a no-cost mini-MBA for vendors on how to manage, build, network, and finance their businesses. Graduates were invited to qualify for addition to our master vendor list and compete for projects with National Facilities Services in 2024.

We are also working with our union and general contractor partners to promote careers in the construction and building industries. In 2024, we had 129 apprentices working for Kaiser Permanente in California. We also worked with CIEF, the Construction Industry Education Foundation, to give 4,212 young people from low-income backgrounds exposure to the construction and building trades. Their experiences included Trades Day fairs, which allowed them to explore construction career opportunities, and a CIEF Design-Build Competition, a 2-day competition for high school students and people on probation.

We donated \$15,000 to CIEF to support Trades Day fairs and Design-Build Competitions in California and to facilitate mentorships.

Watts case study

The Kaiser Permanente Watts Counseling and Learning Center has served the Watts community for nearly 60 years, providing vital services such as counseling, educational therapy, and preschool education regardless of insurance status or ability to pay. With a deep commitment to the community, the center addresses health disparities in South Los Angeles by expanding its programs and increasing access to essential services. In 2024, a new building, collocating the Watts Medical Offices and the Counseling Center, signified our commitment to improving health conditions and investing in the community, ensuring a healthier and more equitable future for Watts residents.

Creating and preserving trust through an ethical culture

Now more than ever, people care not only about what companies do, but also about why and how they do it. Organizations that lead with ethics do well by doing good. The people of Kaiser Permanente, from leadership to patient-facing health care workers, are dedicated to holding themselves and others accountable for doing the right thing. Our ethics and compliance program creates and protects the trust that our members, customers, employees, partner organizations, government, and communities place in Kaiser Permanente. We strongly believe it also enables Kaiser Permanente to have a greater impact in the communities we serve.

Code of ethical conduct

Kaiser Permanente maintains a code of ethical conduct that provides guidance on the expectation that employees, physicians, dentists, contractors, and agents of our organization conduct themselves

ethically and honestly. It emphasizes that compliance is everyone's responsibility and directs them to resources to help resolve questions regarding appropriate conduct in the workplace. The code is provided upon hire, presented annually as a part of Ethics and Compliance Training, and made available to all employees on the Kaiser Permanente intranet.

The Kaiser Foundation Health Plan and Hospitals boards of directors has adopted the code of conduct and is accountable for adhering to it. The code centers on the organization's mission, includes the foundation of organizational values and expectations, and serves as a framework to help exercise good judgment and make ethical decisions. We review the code annually, and any necessary enhancements are recommended to the board-designated committee for adoption.

Our core values and guiding principles include a set of core responsibilities required of our workforce to create and maintain an ethical culture:

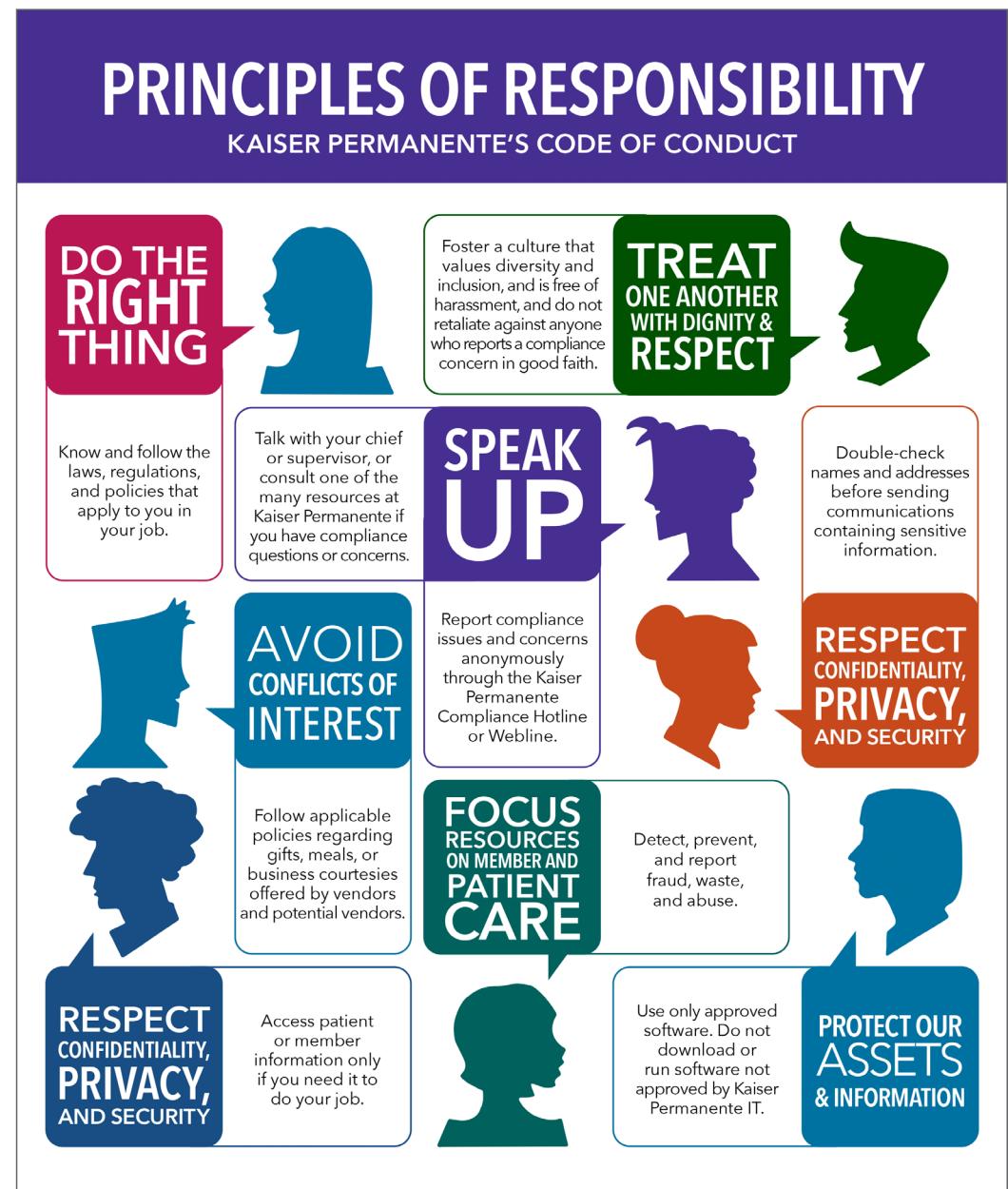
- **Our responsibility to our colleagues** by treating each other with dignity and respect
- **Our responsibility to our members, patients, and communities** to serve in a careful, considerate, and professional manner
- **Our responsibility to avoid conflicts of interest** by making decisions objectively, equitably, and fairly, free from any actual or perceived conflicts of interest
- **Our responsibility to safeguard our assets** to protect them against all forms of misuse, waste, damage, and loss
- **Our responsibility to meet legal and regulatory expectations** by adhering to federal, state, and local laws and regulations, and other health care program requirements

- **Our responsibility to protect our reputation** by communicating about Kaiser Permanente's products and services in a truthful and accurate manner
- **Our responsibility to speak up** if we see or hear something that doesn't feel right or if we have ideas to improve the organization

The ethics and compliance program

Our ethics and compliance program is designed to provide awareness and to monitor and promote an ethical environment in compliance with laws and regulations. Kaiser Permanente maintains the program by leveraging guidance from the U.S. Department of Health and Human Services Office of Inspector General, the Centers for Medicare & Medicaid Services, and the U.S. Sentencing Commission's federal sentencing guidelines, and applicable state guidance. The program is structured in the context of the 7 fundamental elements of an effective compliance program, as outlined by the HHS Office of Inspector General, and is intended to provide added assurance that Kaiser Permanente:

- Supports our employees and third-party partners in fulfilling their legal, professional, and ethical obligations
- Complies with applicable laws, regulations, policies, and procedures related to its operations



- Satisfies conditions of participation in health care programs funded by state and federal governments, the terms of its contractual arrangements, and applicable requirements associated with CMS models
- Detects and prevents fraud, waste, and abuse, or other forms of misconduct by our employees, contractors, and agents who work on our behalf
- Develops procedures that allow prompt, thorough investigation of alleged misconduct by the organization, and timely, appropriate corrective action

To support the effectiveness of the ethics and compliance program, the Kaiser Foundation Health Plan and Hospitals boards of directors set forth a charter establishing a governance and structure designed to facilitate oversight by the boards, while maintaining sufficient independence from business operations. The organization designates a chief compliance and privacy officer and an Executive Compliance Committee responsible for implementing and monitoring the program. The activities of the Ethics and Compliance program are structured to support the independent governance and overall effectiveness of the program across the organization. It consists of functional, regional, and market compliance teams.

Scope and responsibilities of the ethics and compliance program

Kaiser Permanente seeks to comply with all applicable federal and state laws and organizational policies, including in 8 key areas:

- Fraud, waste, and abuse
- Privacy and security of protected health information
- Member, patient, and student rights

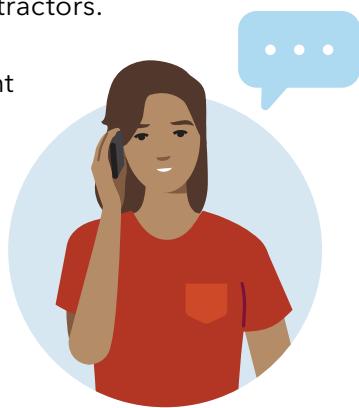
- Regulatory requirements impacting care delivery
- Regulatory requirements impacting human subject research
- Regulatory requirements impacting the operation of our health plan products, particularly government programs
- Documentation, coding, billing, and reimbursement
- Adherence to the organization's compliance policies and code of ethical conduct

Organization-wide policies, procedures, and workflows

We develop and maintain national, regional, facility, and department policies and procedures to support business and care delivery operations. The policy and procedure repository is accessible to all employees, physicians, dentists, and contractors.

Policy development is monitored to validate approval of policies and procedures, prevent conflicting policy requirements, avoid redundancy, and comply with licensing and accreditation requirements.

We also develop policies that establish compliance expectations and accountabilities across the organization. Centered by our code of ethical conduct, these ethics and compliance policies address expectations around topics including nonretaliation; conflicts of interest; business record retention; compliance training; reporting to regulators; privacy and security; and fraud, waste, and abuse.



Ethics and compliance training and education

Kaiser Permanente requires both general and specialized ethics and compliance training. As a condition of employment, employees take ethics and compliance training upon hire and annually thereafter. They are required to review and attest to the code of ethical conduct and encouraged to share ideas or matters of concern with their supervisors or compliance officer, or through the Ethics and Compliance Hotline. Targeted training is also provided for employees, and for contractors and agents, as determined by job function. The training focuses on laws, regulations, and ethics and compliance policies and procedures directly relevant to their responsibilities.

Effective lines of communication

We are committed to fostering a culture where everyone is encouraged to speak up. Our goal is that all employees, whether seeking answers to questions or reporting potential instances of noncompliance, know who to turn to for a meaningful response and are able to do so without fear of retribution. In addition, we have adopted appropriate policies that support a safe, nonthreatening environment. As part of our commitment to ethical behavior, employees are required to report any actual or suspected violations of law or ethical standards, so they can be appropriately investigated and addressed. Employees can raise concerns in several ways, including by contacting their supervisors or a human resources, legal, or ethics and compliance representative; calling our toll-free, 24-hour, anonymous hotline; or submitting a concern online.

We provide our customers and members with information and descriptions of policies and practices to secure protected health information and other personally identifiable information.

Learn more about how we [protect our members' privacy](#).

Ethics and Compliance year in review 2024 investigations



18,003
reports received

6.77 reports per 10 employees

 **5.3%**
increase
over 2023

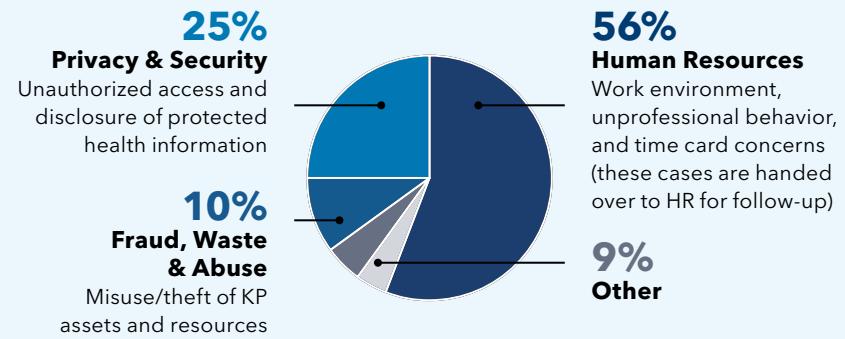


48%
cases reported
directly to Ethics
and Compliance



52%
cases reported through
the hotline
72.7% managed by HR,
1.6% increase over 2023

Top investigation categories



Vendor code of conduct

Vendors play an integral role in our organization's goal to comply with all applicable laws, regulations, and internal policies. At Kaiser Permanente, we strive to demonstrate high ethical standards in our business practices and have created a vendor code of conduct outlining the minimum standards they are expected to follow.

Conducting internal monitoring and independent auditing

We measure our effectiveness and adherence to applicable policies and regulatory requirements through internal monitoring and independent auditing. The ethics and compliance function works with our partners with departments throughout the organization to monitor activities and processes so that compliance with various requirements and standards may be assessed. The following include some of our monitored activities and processes.

- **Fraud, waste, and abuse.** We perform data mining to identify anomalies that may indicate an opportunity to recover funds, avoid inappropriate payments, or detect the diversion of funds or assets, for example, for controlled substances. Compliance and operations teams regularly partner to develop and refine studies targeted to risk areas. Investigators regularly receive data mining reports to evaluate potential concerns.
- **Conflicts of interest.** Our employees and board members have a duty to disclose potential conflicts via the annual disclosure process and as they arise. To meet the expectations of regulators and the obligation of the Kaiser Foundation Health Plan and Hospitals boards of directors to monitor conflicts of interests, Kaiser Permanente administers an



annual questionnaire to members of the boards of directors, officers, and employees, including researchers, in positions with greater potential for conflict between personal interests and the best interests of Kaiser Permanente.

- **Federal and state health care programs exclusion list.**

Kaiser Permanente screens people and entities that it engages with both initially and, at a minimum, on a monthly basis, against federal and state exclusion lists, and only engages with people and entities that are not identified on state and federal exclusion lists unless an approved exception exists.

- **Independent auditing of the ethics and compliance**

program. The effectiveness of Kaiser Permanente's ethics and compliance program is evaluated annually by the Internal Audit Services Department or another independent third party. Compliance risk areas are periodically audited by our Internal Audit Services department or other appropriate internal or, as necessary, external audit resources. Compliance-related audit results are reported to senior leadership and the appropriate boards of directors committee, as applicable.

Responding promptly to detected offenses and developing corrective action

Kaiser Permanente has established comprehensive internal investigation and corrective action protocols that enable the timely, complete, and objective investigations of reported noncompliance. The effort is designed to ensure that corrective action and preventive measures are identified, documented, and implemented as appropriate upon conclusion of an internal investigation.

Kaiser Permanente communicates compliance-related issues and activities to internal and external stakeholders, as appropriate,

to promote transparency, meet regulatory requirements, and establish and maintain a sustainable ethical and compliant culture within Kaiser Permanente. At least annually, the boards of directors are provided a report outlining significant compliance and ethics activities for the year. Various regional, facility, business unit, and applicable functional teams submit routine reports of ethics and compliance-related issues within the scope of their associated jurisdiction.

Kaiser Permanente regularly interacts with external agencies through required reports to regulators, self-disclosure reporting, coordination of audits, or referrals to law enforcement. Kaiser Permanente's ethics and compliance policy outlines accountability to disclose issues of noncompliance or detected fraud to federal and state agencies. Overpayments received under state and federal health care programs are reconciled and repaid timely in accordance with applicable regulations. Kaiser Permanente reports information related to data breaches, including personally identifiable information or protected health information, to regulatory agencies in compliance with law and regulation.

Supporting responsible use of artificial intelligence

Responsible AI is our methodology for designing, deploying, implementing, and monitoring artificial intelligence tools and systems so they prioritize safety, equity, reliability, and health outcomes. Our approach is guided by our PROTECT principles: Privacy-Protecting, Reliable, Outcome-Driven, Transparent, Equitable, Customer-Focused, and Trustworthy. We put people at the center of decision-making. We consider the preferences of our members, patients, and workforce before any tool is used. Kaiser Permanente's first filter for Responsible AI is simple: If an AI tool or system does not advance our mission for high-quality and affordable health care, we will not use it.

Organizational governance

Kaiser Foundation Health Plan, Inc., and Kaiser Foundation Hospitals are nonprofit, public benefit, tax-exempt organizations described in Section 501(c)(3) of the Internal Revenue Code. They are organized for public and charitable purposes and not for the private gain of any person, and they operate to improve the health of the communities they serve.

The boards maintain and enhance the success of health plan and hospitals' activities, including carrying out the charitable mission of the organizations and ensuring they fulfill their charitable purpose to operate in a manner that benefits the community. Strong corporate governance serves as the foundation for the organizations to fulfill their purposes and mission.

Cautionary language

This report includes "forward-looking statements." These statements relate to future events including, but not limited to, statements regarding operational and strategic initiatives, as well as developments in legislation, regulation, and the health care industry more generally. In addition, historical, current, and forward-looking environmental, social, and governance-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.

All of these statements represent management's expectations, based on currently available information, as to the outcome and timing of future events, but, by their nature, address matters that are uncertain. Actual results, performance, or achievements could differ materially from those expressed in any forward-looking statement. We assume no obligation to update any forward-looking statements or information subsequent to the dates such statements are made.



Appendix

Sustainability Accounting Standards Board metrics for managed care and health care delivery.

Sustainability Accounting Standards Board index

Managed care

Overview of our approach to the managed care Sustainability Accounting Standards Board metrics

Accounting Standards Board metrics: The managed care metrics within the SASB standards are focused more on how claims-based organizations operate as opposed to Kaiser Permanente's delivery system administration. As such, we have conducted internal reviews to discern which metrics we might report on based on a few main considerations. We have tried to align generally with key metrics our competitors have reported on, as well as identify and respond to those where we believe Kaiser Permanente has a strong story to tell. The responses to some metrics present an opportunity to showcase Kaiser Permanente's commitment to providing high-quality care, serving as good stewards of our resources. Other metrics and responses may not necessarily have a strong story, but rather serve a more neutral role in that they are an attempt to align our responses with those that our competitors have responded to as well. For reference, we have included links to [Centene](#) and [United's](#) 2021 reports as well.

Data security

Customer privacy & technology standards

- [HC-MC-230a.1](#) and [HC-DY-230a.2](#) Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)

We take every precaution possible to secure member information wherever it's stored, accessed, or transmitted. Our digital channels kp.org and my.kp.org have advanced security systems in place to protect against the loss, misuse, or alteration of information and are fully compliant with the Health Insurance Portability and Accountability Act (HIPAA), which strictly adheres to all state and federal privacy and security regulations. Members sign in to their accounts using their own personal username and password.

Digital traffic, including email and file transfers within our firewalls and with vendors and employer groups, is protected by an array of technical controls systems and Web 2.0 security protocols, including:

- Access control lists at network, storage device, database, and file levels
- Antivirus, phishing, and malware applications
- File encryption
- File integrity monitoring
- IBM WebSphere Security
- Imperva Web Application Firewall
- Individual user accounts (user IDs)

- Logging and auditing
- OpenSSH
- Secure Sockets Layer (SSL) v3.0 and Transport Layer Security (TLS)
- User access restricted to the minimum necessary information to perform job functions

There's no limit to the number of user or concurrent sessions for kp.org. We have more than 6 million app users, and we plan for availability, monitoring, and server capability to meet this need and the growing possible membership. We have 2 data centers (Irvine, California, and Napa, California) that have fail-over capabilities – immediately available standby web servers – so that our availability to all membership in all regions is estimated at or above 98.5%.

Our code of conduct

Every individual and organization that works for or on behalf of Kaiser Permanente must follow our code of conduct. This code guides our daily work and helps us meet Kaiser Permanente's high ethical standards, which include complying with the following:

- Federal, state, and local laws and regulations
- The requirements of the Health Insurance Portability and Accountability Act (HIPAA) Privacy and Security Rules
- Federal health care program requirements
- Licensing requirements
- Accreditation standards

- Requirements of the Center for Medicare & Medicaid Services (CMS)
- Other federal and state contracts

Kaiser Permanente conducted the appropriate assessments of its technical, physical, and administrative safeguards as required by the Security Rule, and then adopted and implemented the required technical, physical, and administrative security safeguards to protect the PHI that it obtains and maintains. We have adopted information security policies across our enterprise. Information regarding the internal policies and results regarding internal or external audits are confidential and proprietary. Kaiser Permanente issues the Service Organization Control 2 Type II Report (SOC-2 Report) as defined by the Statement on Standards for Attestation Engagements (SSAE) No. 16 to customers requiring assurance over relevant IT, security, and business controls.

Patient privacy & electronic health records

- **HC-DY-230a.1 Percentage of patient records that are electronic health records (EHR) that meet "meaningful use" requirements**

Electronic health records systems that are certified by an authorized testing and certification body according to the Office of the National Coordinator for Health Information Technology (ONC HIT) Certification Criteria, which are listed on the Certified Health IT Product List (CHPL), shall be considered to meet the "meaningful use" requirements. All Kaiser Permanente markets use an EHR that is listed on Certified Health IT Product List (CHPL), so 100% of our patient EHRs meet "meaningful use" requirements.

Access & affordability

Access to coverage

- **HC-MC-240a.1 Medical Loss Ratio (MLR)**

The Affordable Care Act (ACA) established medical loss ratio thresholds of 85% for the large group market and 80% for the small group, individual, and student health markets. MLRs are calculated using an average of 3 years of data. Kaiser Permanente exceeded the law's thresholds for medical spending in all required lines of business and in all our markets for 2024. Therefore, Affordable Care Act rebates are not required this year.

Kaiser Foundation Health Plan 2023 MLRs range from 87.9% to 114.7%. [Additional details](#) can be found on the CMS website.

Access for patients with low incomes

- **HC-DY-240a.1 Discussion of strategy to manage the mix of patient insurance status**

See information about the Kaiser Permanente Medical Financial Assistance program at kp.org/mfa.

- **HC-DY-240a.2 Amount of Medicare Disproportionate Share Hospital (DSH) adjustment payments received**

Kaiser Permanente reports DSH reimbursement in regulatory hospital reports and submits to CMS annually. Below is a summary of DSH reimbursement Kaiser Permanente claimed in FY 2022 hospital reports.

Region/affiliate	Description	Total
Southern California	DSH Payment	\$1,557,872
	Total uncompensated care	\$13,051,790
Southern California Total		\$14,609,662
Northern California	DSH Payment	\$1,929,403
	Total uncompensated care	\$12,482,651
Northern California Total		\$14,412,054
Hawaii	DSH Payment	\$124,313
	Total uncompensated care	\$892,942
Hawaii Total		\$1,017,255
Maui Health	DSH Payment	\$622,724
	Total uncompensated care	\$1,500,009
Maui Health Total		\$2,122,733
Grand Total		\$32,161,704

Product quality & safety

Plan performance

- **HC-MC-250a.5 Average Medicare Advantage plan rating for each of the following plan types: (1) HMO, (2) local PPO, (3) regional PPO, (4) PFFS, and (5) SNP**

Year after year, Kaiser Permanente ranks among the top Medicare health plans in the country according to the Centers for Medicare & Medicaid Services Star Quality Ratings. All Kaiser Permanente Medicare Advantage plans earned either 4 or 4.5 stars out of a maximum of 5 stars with improvement in 6 out of 7 markets compared to last year. Our plan in Hawaii is rated highest in the state. Our plans in California, Georgia, and the mid-Atlantic states (Baltimore, Suburban Maryland, Northern Virginia, and Washington, D.C.) are tied for highest in their geographic markets. The high ratings reflect the expert medicine, seamless care, and outstanding service Kaiser Permanente provides to its more than 1.9 million Medicare health plan members in 8 states and the District of Columbia.

- **HC-MC-250a.2 Enrollee retention rate by plan type, including: (1) HMO, (2) local PPO, (3) regional PPO, (4) PFFS, and (5) SNP**

To define enrollee retention rate, we compare who was enrolled in a Kaiser Permanente plan at the end of December 2023 to who is still enrolled in a plan in December of 2024.

- In 2024, we earned 86.6% member retention across lines of business, products, and regions.

Region	Kaiser Permanente's 2025 overall Medicare ratings
California	4.5 stars
Colorado	4.0 stars
Georgia	4.5 stars
Hawaii	4.5 stars
Mid-Atlantic States (D.C., Md., Va.)	4.5 stars
Northwest (Ore., Southwest Wash.)	4.0 stars
Washington	4.0 stars

Customer welfare

Improved outcomes

- **HC-MC-260a.1 Percentage of enrollees in wellness programs by type: (1) diet and nutrition, (2) exercise, (3) stress management, (4) mental health, (5) smoking or alcohol cessation, or (6) other**

All Kaiser Permanente members have access to a variety of wellness programs. Some programs are integrated into the care delivery system, such as wellness coaching and health education on a variety of health and well-being topics, while others are offered online on kp.org or telephonically. Everything offered on kp.org, telephonically, and in care delivery is available to all Kaiser Permanente members.

We don't track engagement rates by topic. However, we do track engagement rates with our online platforms. As of 2024, 86.9% of eligible Kaiser Permanente members were registered on kp.org. For 2024 detailed engagement metrics, please reference the table below.

Category	Metric	Volume
kp.org and mobile app	Appointments booked online & on-demand encounters	13.0M
	Lab tests viewed online	116.3M
	Complete prescription orders that originated online	54.7M
	Member-initiated secure messages	40.1M
Phone and video	Phone and video visits	21.5M
	% of all visits (virtual and office)	29.8%
E-visits	Number of e-visits	4.0M
Clinical chat	Number of clinical chats	.4M

*All regions except Kaiser Permanente Washington

- HC-MC-260a.4 Total coverage for preventive health services with no cost sharing for the enrollees, total coverage for preventive health services requiring cost-sharing by the enrollee, percentage of enrollees receiving Initial Preventive Physical Examinations (IPPE) or Annual Wellness Visits (AWV)**

All Kaiser Permanente's plans are compliant with the federal Patient Protection and Affordable Care Act (PPACA). All the plans that we design for portfolios, and the plans that we

customize for employers, include preventive benefits at \$0 cost-share for the members. We have an immaterial number of grandfathered plans remaining, which are not required to adhere to the PPACA rules for preventive services.

- HC-MC-260a.3 Number of customers receiving care from Accountable Care Organizations or enrolled in Patient-Centered Medical Home programs**

All Kaiser Permanente regions have received Patient-Centered Medical Home (PCMH) recognition from the National Committee on Quality Assurance (NCQA). Level 3 is the highest recognition, and all Kaiser Permanente regions have received Level 3 recognition specifically. All our customers and members receive care from our PCMH-recognized system.

The Patient-Centered Medical Home (PCMH) recognition from NCQA is given to health care organizations that provide high-quality primary care while managing the overall health of their patients. The program focuses on a set of standards that govern the organization of care around patients, working in teams, coordinating care that supports access, involving patients in their care plans, and tracking care over time.

Kaiser Permanente created a fully integrated care delivery system long before the model was named patient-centered medical home. The principles of NCQA's PCMH designation reflect how we already provide care to our members. It's an integrated approach that allows us to:

- Enhance access and continuity
- Identify and manage patient populations
- Plan and manage care
- Provide self-care support and community resources

- Track and coordinate care
- Measure and improve performance

Integrating physicians and rewarding them for controlling costs and improving quality is an important part of our integrated health care delivery system. Our health plan, hospitals, and medical groups function as one organization – with an aligned purpose, goals, and performance expectations. Our unique integrated system ensures that not only the providers, but our entire system functions at optimal efficiency to manage costs. The benefits to our integrated approach are essential to higher quality care, better outcomes, and sustainable affordable health care for our members.

- **HC-MC-000.A Number of enrollees by plan type**

The majority of our plans are HMOs, so we have chosen to disclose this data by line of business rather than plan type.

Enrollment for all HMO plans as of December 2024:

Category	% of total	# of members
Commercial	42%	5,120,137
Public sector	22%	2,707,841
Medicare	16%	1,919,865
Individual	8%	1,028,762
Medicaid	12%	1,460,747
Total		12,237,352

Health care delivery

Energy management

- **HC-DY-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable**

Total energy consumed: 9,879,172 gigajoules. Percentage grid electricity: 41%. Percentage renewable energy: 44%.

Waste & hazardous materials management

- **HC-DY-150a.1 Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled**

29,133 tons of medical waste total. 24.8% of medical waste incinerated. 82.4% of medical waste sterilized then landfilled.

Product quality & safety

Quality of care & patient satisfaction

- HC-DY-250a.1 Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities**

Average Hospital Value-Based Purchasing Total Performance Score and domain score, across all facilities: 33.28.

- HC-DY-250a.2 Number of Serious Reportable Events (SREs) as defined by the National Quality Forum (NQF)**

Kaiser Permanente aligns our definitions to The Joint Commission (very similar to NQF).

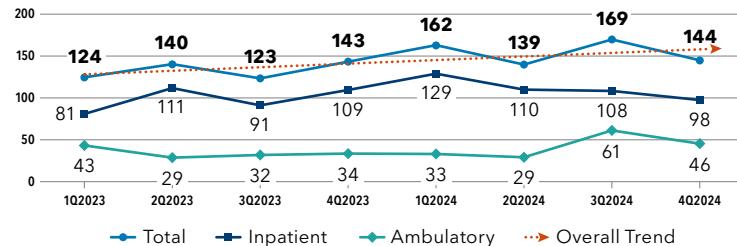
- HC-DY-250a.3 Hospital-Acquired Condition (HAC) Score per hospital**

Hospital-Acquired Condition (HAC) Score per hospital: 0.221746.

- HC-DY-250a.4 Excess readmission ratio per hospital**

Excess readmission rate is too few to report.

Total Sentinel Events reported



Sentinel Event (SE) summary

These are events outlined by The Joint Commission and the KP National Sentinel Event Policy (NATL-HQDCDE.001). A Sentinel Event is a patient safety event (not primarily related to the natural course of the patient's illness or underlying condition) that reaches a patient and results in any of the following: severe harm, permanent harm, death. SE categories with no events reported this quarter have been removed from this table for brevity. Note: Clinical Review of events began in 4Q2020.

Sentinel Event Type	1Q2023	2Q2023	3Q2023	4Q2023	1Q2024	2Q2024	3Q2024	4Q2024
Fall	46	40	31	43	36	31	36	41
Severe Maternal Morbidity	16	36	39	33	59	52	43	39
Other SE (severe harm, permanent harm, or death)	24	23	23	33	28	28	38	27
Verification	17	10	9	13	8	9	14	10
Fire, Flame, Unanticipated Smoke, Heat or Flashes	9	9	4	5	10	7	8	8
Patient Sexual/Physical Assault, Homicide	1	0	0	0	1	2	6	7
Unintended RFO	7	17	8	7	9	6	14	5
Unanticipated Infant Death	3	0	5	5	2	1	1	3
Suicide	1	4	3	2	5	2	6	2
Maternal Death	0	1	0	0	2	0	0	2
Totals	124	140	123	143	162	139	169	144
Contracted Facility SEs (non-KP/Non-Affiliated)	8	5	8	10	6	10	14	11

Note on Data Refreshes: Totals above in dark blue indicate refreshed counts per the current quarter's pull

Other SE Breakdown	1Q2023	2Q2023	3Q2023	4Q2023	1Q2024	2Q2024	3Q2024	4Q2024
Other Events	2	4	1	3	6	5	6	7
Medication	5	11	10	12	12	9	14	7
Delay in Treatment/ Diagnosis	10	3	9	13	5	8	11	6
Infant harm	0	1	2	1	1	2	3	3
Hospital Acquired Pressure Ulcer	2	1	0	1	1	1	1	1
Unanticipated Death	3	2	1	2	1	2	1	1
Self-Harm/ Attempted Suicide	0	0	0	0	0	0	0	1
Device-Associated Event	0	1	0	1	1	0	1	1
Totals	24	23	23	33	28	28	38	27

4Q2024 saw a 15% decrease from the previous quarter, with a slight upward trend. The current 8-quarter median is 141.5 higher than the previous 8-quarter median of 137 [4Q2023-3Q2024].

Physical impacts of climate change

Climate change impacts on human health & infrastructure

- **HC-DY-450a.1 Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change**

Kaiser Permanente has conducted a climate risk assessment as part of its ongoing commitment to understanding and managing climate-related impacts on its operations and communities.

Kaiser Permanente's boards of directors, our boards, have been informed about climate-related risks and opportunities as part of their broader oversight responsibilities. Kaiser Permanente's enterprise risk management is governed by its executive management team and boards. The program has a strategic and multiyear lens. It provides a holistic view of risks, including external, operational, and strategic. Climate change is included as a factor for external risks, including trends impacting health. The Health Care Continuity Management team provides updates on resilience including emergency management and business continuity efforts across markets and business units. Kaiser Permanente maintains crisis planning and response teams for potential crisis events, including climate-related crises, and routinely conducts drills and exercises to build response capabilities and operational readiness.

Kaiser Permanente communicates in a variety of ways with health plan members regarding environmental contributors to disease as part of its efforts to promote healthy environments. Kaiser Permanente also conducts and publishes Community

Health Needs Assessments (CHNA's) across the communities it serves. These publicly available assessments help Kaiser Permanente identify, prioritize, and address community health needs including poor health outcomes that are correlated with climate change.

- **HC-DY-450a.2 Percentage of health care facilities that comply with the Centers for Medicare & Medicaid Services (CMS) Emergency Preparedness Rule**

Kaiser Permanente's Emergency Preparedness program internally ensures all our medical facilities comply with the CMS Emergency Preparedness Rule.

