

PERMANENTE MEDICINE®
Northwest Permanente

2021 Impact Report



A letter from our President

Welcome to our annual benefit report, which tells the story of our medical group through a year we won't soon forget. From the spring's All4Oregon vaccine center that facilitated a half a million shots in arms, to a smooth and swift transition of leadership, to the incredible and creative ways in which our teams showed up for one another — it was a remarkable year.

The COVID-19 pandemic brought major shifts to our practice, one of which is our hospital at home program. Begun in 2020, Kaiser Permanente at Home picked up speed in 2021, and by year's end, nearly 1,100 patients had received hospital-level care in the comfort of their own surroundings — with the love and support of their families nearby. We're hearing from our patients that they love this option, and it provided capacity and flexibility during a time our community desperately needed it. It's a great example of our culture of innovation at work.

Another bright spot was the Peer Supporters program, about which you will read more further in the report. These clinicians volunteer to serve as witnesses and resources for their colleagues — in an unquantifiable measure of respect and kindness.

As a Northwest Permanente physician for almost 20 years, I could not be more proud of our medical group and the efforts of every physician, clinician, and member of our administrative team — always, but especially during the COVID pandemic. You — they — are all health care heroes.



Leong Koh, MD
CEO & President

PHOTO CREDIT JOHN KING

COVER PHOTO CREDIT JAN SONNENMAIR



We share a common purpose

OUR MISSION

Through the continuous evolution of the practice of medicine, our mission is to provide integrated, value-based care that is physician-led and person-centered.

Kaiser Permanente exists to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

OUR VISION

Total health for the **patients**, **people**, and **communities** we serve.

OUR VALUES

COMPASSION We make empathy and kindness central to every interaction — in caring for our patients, our colleagues, and ourselves.

COURAGE We face challenges and uncertainty with integrity, strength, and a resolve to act.

INCLUSION We intentionally celebrate difference, leverage diversity, and value the perspectives and experiences of all in order to create an environment where everyone is treated with respect, has equitable access to opportunities, and can contribute meaningfully.

INNOVATION We are never satisfied with the status quo — curiosity and creativity drive continuous improvement in our practice.

OWNERSHIP As an independent, physician-owned medical group, we own the pursuit of excellence of our care delivery model, the evolution of health care in this country, and engagement of our colleagues and community.



PHOTO CREDIT OREGON CONVENTION CENTER



PHOTO CREDITS JOHN KING



OVER
500,000
vaccines given at All4Oregon



A year of highs and lows

After 10 months of COVID, we welcomed the arrival of 2021 with a sense of hope. In the first half of the year, our optimism about the efficacy and availability of vaccines, and our energetic community effort to distribute them, inspired us as a medical group.

By year's end, our clinician, physician, and administrative staff, through tireless education, coordination, and sheer physical effort, had helped to vaccinate more than 3 out of 4 Kaiser Permanente members — and thousands of other individuals in Oregon and Southwest Washington. In an effort to reduce disparities in vaccination rates, our physicians worked within their communities to raise vaccine confidence among BIPOC and other underserved populations.

Though impressive, our vaccination efforts, and other similar endeavors across the globe, did not prevent COVID's Delta variant from striking many in our communities, and our teams were challenged with yet another surge in the fall.

But we stuck together — and not just within our Kaiser Permanente program. Throughout the pandemic, the four major health systems in the Portland metro area collaborated closely, in a manner not seen previously. We supported one another and, with careful allocation of resources, maintained excellent patient care for ill individuals who came to us from across the

All4Oregon (see photos previous page)

Four health systems in the Portland Metro Area came together in a first-of-its-kind effort to vaccinate our community against COVID-19. The final result was a logistical masterpiece that took over the Oregon Convention Center for five months. During that time, 316 NWP physicians, clinicians, and administrative staff, as well as retired physicians, volunteered over 8,000 hours of their time to help administer more than half a million vaccines.



Retired physician Daniel Rappaport MD, volunteers for a community COVID-19 vaccination event at our North Interstate clinic.

PHOTO CREDIT YI YIN

Excellent care is our hallmark

Total health for our patients, our communities, and one another is always our goal. Throughout 2021, our coordinated care program helped us to provide excellent care to our patients, despite the pandemic's challenges. At year's end, some **215 clinicians and physicians at Kaiser Permanente Northwest were recognized in Portland Monthly as Top Medical Providers**. We're proud of all of our docs and the excellent care they provide our patients. Here a couple highlights of the medical excellence our physicians and clinicians provide.

As a national leader in cancer care, our physicians manage an integrated, team-based approach that helps us establish timely and effective treatment plans. Over the past two years, our doctors have implemented the use of **highly successful case conferences** — multidisciplinary teams that review every single cancer case before making a treatment plan.

A few times a year, the Society of Thoracic Surgeons (STS) reports scores for surgeries of the heart, lungs, and esophagus. In 2021, our lung cancer resection outcomes and patient care were given the highest 3-star category rating with an overall composite score of 99%; absence of mortality score was 99.1%.

Our STS ratings for heart surgery point to our excellence in cardiac care. We provide a high level of integrated care, performing leading-edge procedures to replace heart valves, close holes in the heart, remove blockages, open arteries, and more.

A full-page photograph of a family walking on a dirt path through a dense forest. The path is surrounded by tall trees and lush green ferns. Sunlight filters through the canopy, creating a bright, dappled light effect. A woman in a purple patterned dress and a blue headscarf walks on the left, holding the hand of a young girl in a yellow shirt. To their right, a man in a blue shirt and grey pants carries a young boy on his shoulders. The family is walking away from the camera towards the background.

Family Medicine physician Fayza Sohail, MD,
enjoys a walk in Forest Park with her family.
The Forest Park Conservancy was among the
non-profits we supported in 2021.

PHOTO CREDIT JAN SONNENMAIR

Care beyond the clinic

Within our corporate social responsibility plan, we identified food insecurity and education as our areas of impact, and for the third year in a row worked closely with two community partners, Reach Out and Read and Meals on Wheels. We also supported other nonprofits such as the Oregon Food Bank, the Children's Book Bank, and NAYA.

Despite the challenges of doing so during the pandemic, we held our annual MLK Days of Service clinics, in which 17 of our physicians saw patients at our 6 community partner clinics. Some of our physicians have been helping their neighbors in need for years.

21,885

hours serving our community



Po-Shen Chang, MD, started out participating at the MLK Days clinic at Community Health Partners (formerly the Cowlitz Free Clinic) in Longview, Washington, and is now the clinic's co-medical director:



I have been involved with Cowlitz Free Clinic since 2017. Back then, Dr. Tom Hickey, one of the co-founders of the Cowlitz Free Clinic, asked me whether I would be interested in volunteering there. I was concerned at that time that I would be physically too exhausted to extend my workday seeing more patients. I told him that I would do it on the MLK Day of Service as a trial. To my surprise, I was met with grateful patients for the limited services provided at the free clinic.

At the end of the shift, I felt re-energized with my purpose for going into medicine, and my fatigue from my regular shift melted away. Ever since then I have managed to volunteer at least once a month at Cowlitz Free Clinic.

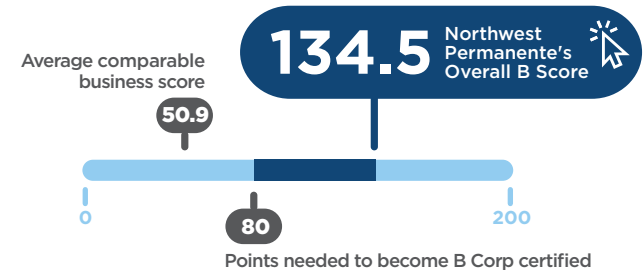


Po-Shen Chang, MD

B Corp: Best in the World

In 2021, we started our third B Corp certification process. While we haven't received our new score yet, we were thrilled once again to be named **Best for the World in the Workers** category. This means out of all B Corps worldwide, our score in that category was in the top 5%.

Being a B Corp is important to us as a values-based organization. We are committed to being transparent in our business practices, and to emphasize social and environmental impact as part of our business. From our governance structure, to our supply chain, to how we incorporate equity for our patients and our employees, we are dedicated to working towards the highest standards. And each certification process is different. It helps us learn new ideas that we can incorporate in our work to do better.



Women in Medicine brought us together

In the early summer, we co-hosted a 3-day hybrid "Women in Medicine" event with many of our fellow Permanente Medical Groups across the country. Our goal for this event was to celebrate, empower, and connect women and their allies in medicine. In short: It was a blast! Almost 2,000 women from across the country joined the event virtually, with many more gathering in their local areas for in-person meet-ups as local regulations allowed. Plus, Women in Medicine was a carbon-neutral event.

Northwest Permanente is a people place, and Women in Medicine was one example of how we are in the well-being business. Our "product" is the care we give, to our patients — and to one another.



The 2021 Women in Medicine event brought together people from all parts of the country, for speakers, breakouts, and camaraderie.



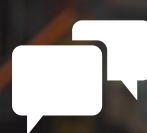
Viewers, including Kathy Shaw, MD, held watch parties across the country.



Ruth Chang, MD
VP & Chief People Officer

Jay Robinson, PsyD
Hospital Administrator for KPNW

COVID-19 Debrief Sessions



48
SESSIONS
HELD



75% OF
DEPARTMENTS
PARTICIPATED



827
PARTICIPANTS

Dr. Chang led a concerted effort to support the well-being of our staff members during an especially challenging year for those working in the medical field.

PHOTO CREDIT JOHN KING

We lifted each other up

Peer support, retirees, colleagues, volunteers

"From caring comes courage." —Lao Tzu

The efforts of our Northwest Permanente physicians and clinicians to care for 625,000 Kaiser Permanente patients and members and so many others in our community through year 2 of a global pandemic were at times heroic.

And that goes also for many retirees, who played key roles in the year's vaccination efforts. Mary Shepard, MD, a retired physician with 26 years at Northwest Permanente, alone vaccinated every homebound Kaiser Permanente member in Southwest Washington.

Whether we are clinicians, physicians, or administrative staff members, the work we do to better the health of our communities knits our lives together. The bonds we form with one another sustain us.

Together we seek not only the best ways to take care of patients, but also the best ways to make our workplace as inclusive and sustainable as possible.

Often these connections are grounded in day-to-day collegial interactions, but sometimes they are more deliberate. In 2021 our clinicians received a **caring call** from a member of our administrative staff. These conversations, at times brief and occasionally lengthy, offered an opportunity for candor and healing, and they were popular among both the callers and the callees. At least one NWP physician characterized it as a high point during a very challenging year. It's just one example of how we took care of one another.

Another such example is our **Peer Supporters program**, in which a trained individual focuses solely on a colleague's well-being. Throughout 2021, this program touched dozens of lives.

We also saw the advent of **COVID Debrief Sessions**, virtual events that offered participants a chance to pause and reflect on the rapid changes that have happened, acknowledge losses, nurture healing, and celebrate the work that has been done throughout the pandemic.

Jonathan Wildi, MD (bottom step, right), serves as Associate Residency Director, Kaiser Permanente - OHSU Family Medicine Residency Program. Residents are based at Kaiser Permanente's Beaverton clinic, shown here. (Photo 2019)



Education never stops being a priority

In addition to the internal, ongoing clinician education provided by our Continuing Medical Education and Professional Development teams, our Graduate and Undergraduate Medical Education program continued its inspiring work to provide educational opportunities for individuals in our communities, including:

- Hosting a graduate student from National University of Naturopathic Medicine's Global Health master's program, who worked with us on language barriers to care delivery and on mitigating other issues with housing stability and transportation access
- Providing planning and leadership support for the development of a special intern experience, the OHSU Hillsboro Transitional Year program — the only one in Oregon
- Facilitating pre-professional career shadowing in both hospital and ambulatory settings
- Funding two scholarships to third-year medical students through The Foundation for Medical Excellence (pictured)

Students from the following schools worked with us in various settings:

- Washington State University
- Oregon Health and Science University
- Western University of Health Sciences



Audrey Tran, inaugural TFME Scholar




Lauren Raymond, inaugural TFME Scholar



Caring for the environment is caring for our health

In 2021, we continued to lead efforts at the intersection of climate and health. Building on the foundation of our Climate Action Plan and Environmental Guidelines, several of our physicians co-authored a first-of-its-kind study showing that telemedicine has a positive benefit on the environment by saving millions of miles driven.

And we made significant strides toward our goal of being carbon neutral by 2025, offsetting 90% of our carbon emissions from 2021.

 Carbon emissions paper [[sciencedirect.com/science/article/pii/S2667278221000225](https://www.sciencedirect.com/science/article/pii/S2667278221000225)]

Government relations

In 2021, a record number of our physicians provided expert legislative testimony, which led to positive outcomes on market stability, and the rising costs of prescription drugs and behavioral health.

In Oregon, we successfully advocated for:

- The passage of the Cover All People Act, which gives access to the Oregon Health Plan to adults who were previously ineligible due to their undocumented status
- Pharmaceutical drug representative licensing. Pharmaceutical company representatives must obtain a license to promote or market their products to health care providers
- The ban of online sale of vaping products



We co-hosted the Southern California Permanente Medical Group Government Relations Conference for the first time in 2021.



Pictured is Diana Shiba, MD (SCPMG), Colin Cave, MD, NWP Medical Director of External Affairs, Government Relations and Community Health, and Yesenia Monsour (KP)

What our patients are saying

"This was my first and only time visiting with Dr. Varan. However, I sincerely felt like it was a visit with a close friend and pleasantly surprised me. There was very open chat about life and then specific concerned chat about my visit. There was extended chat where the doctor inquired more about my family and me and **showed much compassion and concern in what he does**. I left there feeling quite well emotionally because of what a kind and professional provider I spent time with."

Richard Varan, MD



"Dr. Mujcic is an angel. **I love working with her** — she is very communicative about all the information needed to make decisions, walks you through procedures, is collaborative with me in my health management, and a compassionate human. I am so glad she is my primary care provider!"

Jasminka Mujcic, MD



"Dr. Thorp is one of **best physicians I've ever had**. He is extremely knowledgeable and goes the extra step to make sure I get the **best health care possible**. It is no surprise that a Portland magazine rated him one year as one of the top nephrologists in the Portland region."

Micah Thorp, DO



"After a worrisome MRI and bone scan, I was so tremendously relieved to talk with my oncologist and develop a plan to keep things moving forward. **I felt heard and validated** and was so grateful for her compassion and accessibility by video for a quick chat. Thank you! "

Catalina Hernandez Torres, MD



"I am 70 years old, and I must say Dr. Sutkus is the **best physician I have come across, ever**. Her easy manner and intelligence make her a star — adding to this, her kind and caring personality complete the picture! Thank you, Dr. Sutkus!"

Amy Sutkus, MD



"My experience with Dr. Mandrelle was **excellent**. He is extremely easy to talk to and gave me clear and concise information. I appreciated his opinion and recommendations. Though this is only my second visit with Dr. Mandrelle, **I look forward to working with him** toward keeping me healthy."

Ramnish Mandrelle, MD



"Dr. Trent Corpron is an **amazing doctor**. He helped with the pain in both feet. He is so pleasant and kind. You can tell he really does care about his patients! It was a **great experience!**"

Trent Corpron, DPM



"She was very nice and funny. **Very detailed and attentive**. Made me feel comfortable when I felt terrible."

Lara Hall, MD



About Northwest Permanente

For the physicians, clinicians, and administrative team of Northwest Permanente, our calling goes well beyond the clinic. As the largest independent, multispecialty medical group practicing in Oregon and Southwest Washington, we've worked for nearly 80 years to provide best-in-class care for our patients, but also to be best for the world.

628,000+
KP MEMBERS



1,400+
PHYSICIANS



89
CLINICIANS

95%
BOARD
CERTIFIED



58
SPECIALTIES



Updated Jan. 2021

350+
ADMINISTRATIVE
STAFF



LOCATIONS
THROUGHOUT OREGON
& WASHINGTON



35
MEDICAL OFFICES



2
HOSPITALS

48%
VIRTUAL VISITS
2021



Like numerous Northwest Permanente physicians, clinicians, and administrative staff, Hami Ramani, DO, is a bike commuter.

PHOTO CREDIT JOHN KING

