

Our people are our foundation





PHOTO CREDIT JOHN KING

Welcome to our 2023 Impact Report

We, the clinicians and administrative teams at Northwest Permanente, are proud of our 80-year history, and prouder yet to be carrying our mission forward.

In 2023, our doctors led the care of more than 620,000 Kaiser Permanente members — neighbors, friends, members of our communities. As the largest physician-owned and -led independent multispecialty medical group in Oregon and southwest Washington, Northwest Permanente delivers on the promise of Permanente Medicine — a unique model of high-quality, integrated, value-based care that allows us to be the best place to give and receive care.

I actually started my career in Permanente Medicine as a resident at Kaiser Fontana. After residency, however, I took a job in a private practice in Seattle, where I quickly realized the true value Permanente Medicine offered — both to my patients, and to my practice.

In the fee-for-service world, though quality and safety remained important, my practice involved making daily decisions based on the bottom line and financial outcomes. I had become a doctor because I wanted to provide the best care possible, not only for my patients, but also for the overall population. After a short time in private practice, I knew that the focus on value-based care — being able to practice in a system where we can do what we feel is best for our patients — would be the thing that sustained me throughout my career as a physician. Luckily, my wife and fellow physician agreed, and we found our way to Northwest Permanente — and have been here ever since.

That is the secret sauce of Permanente Medicine — physician-led, physician-owned, integrated, value-based care. I hope you'll enjoy learning more about Northwest Permanente and the difference we're making in the Pacific Northwest.

A handwritten signature in black ink, appearing to read 'Leong Koh'.

Leong Koh, MD
CEO & President

Who we are

Northwest Permanente is the face of care

As physicians, clinicians, and administrators, our focus is to care for the thousands of adults and children seeking health care in our medical clinics and hospitals, or virtually, via phone or computer, 365 days a year. We're part of Kaiser Permanente's robust integrated system that works to make sure that our members and patients get the care they need, when and where they want it.





Daniel Kopp, MD
Family Medicine

The path to total health

In our practice, medical excellence starts with primary care doctors

Why? Because we know that the relationship between a primary care physician (PCP) and their patient is critical to delivering the best, highest quality care over time. When a doctor is following your health, visit over visit, year over year, they get to know you and how best to provide for your total health. Our PCPs and their teams direct and support each patient's individualized care.

Our Primary Care practice is bolstered by our exceptional virtual and convenient care offerings — 90,000 e-visits completed in 2023 alone.



I appreciate that our system is designed to support me, as a Family Medicine physician, in tailoring the care of my patients. Sometimes I get to take care of whole families, from newborn babies up to great grandparents. Having specialists in our practice, sharing the same electronic health record, makes it easier for me to tailor individualized, wraparound care for each person.

Rowena Manalo, MD
Family Medicine



Keeping kids' health and development on track

We give your children our all

Our pediatricians and pediatric specialists understand kids' unique needs. Newborns to teenagers benefit from our well-coordinated proactive outreach to ensure check-ups and vaccines are up to date. And beyond routine care, specialists can address specific health needs, in areas such as gastroenterology, cardiology, dermatology, and neurology.

In 2023, the pediatric integrated care teams expanded to include behavioral health consultants. These experts help support families in myriad areas, including behavior, family stress, sleep, and mental health. "They are a wonderful support to both the pediatrician and the family," said Pediatrics Chief Jodie Oltmans, MD.

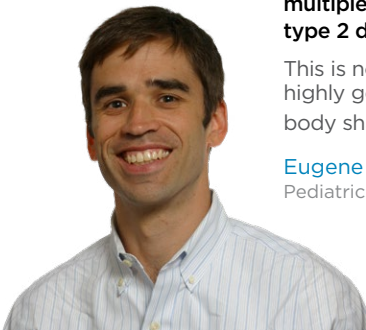
During Diabetes Awareness Month, Dr. Nicholson appeared on multiple media outlets, educating the public about the rise of type 2 diabetes in kids:

This is not a weight-based disease. This is a metabolic disease that's highly genetic and really based more on lifestyles rather than your body shape or size.

Eugene Nicholson, MD
Pediatrics



Kim Vigil, MD
Pediatrics





Stella Dantas, MD
Obstetrics and Gynecology

Our obstetrics care is care for the whole person

And in 2023, it was award-winning

Both Westside and Sunnyside were named Best Hospitals for Maternity Care by U.S. News & World Report. The excellence in maternal/child care was exemplified by a 33% reduction in our postpartum hemorrhage rate over the last 2 years. Our hospitals now have a significantly lower maternal hemorrhage rate than other hospitals in Oregon.

Along with exemplary skills and training, our obstetricians bring innovation to their evidence-based practice. One example is the “CenteringPregnancy” option, where patients can receive one-on-one health checkups and labs during pregnancy but also get extra time and attention in a group setting. This supportive and reassuring model is popular; patients say it’s a great way to get information, share stories, and get help from and with others.



I work with so many amazing minds and hearts. Having an entire team of highly experienced and smart consultants behind me makes my job easier.

Jennifer Rupert, MD
Chief, Obstetrics and Gynecology



Urgent care speeds it up

When our patients need care quickly, they have options

Through a concerted effort in 2023, including an overhaul of how patients flow through the urgent care clinics, we were able to reduce the overall patient wait time by over 20 minutes. By focusing on patients' end-to-end experience, the UC team was able to eliminate non-value touch points and keep patients better informed during their waits. The result: Happier patients.

Walk-in urgent care is only one option for injury or illness requiring prompt attention (apart from emergency care). Our patients can also get virtual urgent care 24/7, or use our e-visit platform.

Through shared experience, they are working as a true team and are excited about owning the work together.

LJ Mets
Practice Director, Urgent Care



Anne Toledo, MD
Chief, Urgent Care



Gurpreet Singh, MD
Orthopedics

How does direct booking work to help patients and clinicians?

A new referral process helps members get the specialized care they need, sooner

This year we implemented a simplified process for referring patients to specialists. Now, many of our patients who need specialized care no longer need to navigate the KP app or wait on the line to find an appointment time. Instead, their referral appointment can often be scheduled on the spot. The result is that patients walk out with clear expectations of what will happen next in their care, and often they're seen days sooner (sometimes up to 2 weeks sooner) than patients who are not direct booked.

Direct booking of eligible referrals in Primary Care more than doubled.



When my patient is right there with me, and we can see the location, the date, and the time of the appointment, and we talk about it, there's a lot less anxiety about what the next steps are going to be.

Shobana Rajagopal, MD
Primary Care Area Director



Our integrated approach saves lives

A cancer diagnosis can be a life-altering event

Kaiser Permanente's signature wraparound approach to caring for patients with cancer helps provide peace of mind — and higher than average outcomes. These patients usually receive care and treatment at the newly designated Kaiser Permanente Cancer Center on the Interstate Campus in Portland. To start, a nurse navigator is assigned to each patient, providing an always-accessible information resource. Meanwhile, an integrated, specialized team — including medical oncologists, radiation oncologists, surgeons, pathologists, nurses, and radiologists — develops a personalized care plan for each patient.

We know that one of the best ways to beat cancer is by catching it early. We're leaders in cancer screenings, and as a result, our members are 20% less likely to die prematurely from cancer.



Eric Chang, MD
Radiation Oncology

Patient comment:

"Nobody wants to get a cancer diagnosis like I did but if that is what has happened, a person couldn't find better health care than what I received from Kaiser Permanente. My Radiation Oncologist, Dr. Eric Chang, and the remarkable medical team at the clinic gave me, and all patients there, the most uplifting, positive, professional health care that one could hope to receive."



Tasha McDonald, MD
Chief, Radiation Oncology



Summer Tewksbury, MD
Chief of Hospital Operations, Westside Medical Center

When minutes matter

Our Comprehensive Stroke Center provides the highest level of stroke care available

Our much-lauded stroke team works fast. And when they're not actively treating patients from across our metro area, they're continuously tracking results of clinical trials of acute stroke care, prevention, and rehabilitation to surface new evidence-based options for care of stroke patients.

One example of a lifesaving procedure available to stroke patients is called cerebral bypass neurosurgery, which is performed by Raghuram Sampath, MD. Dr. Sampath is one of only a handful of surgeons in the Portland area who perform this surgery — and one of the few in KP nationally, as well.



The sooner we get people in, the better, I do a procedure, and at the end of it, when we reexamine them, if they're getting better already, that is a great day for me.

Jeremy Fields, MD
Stroke Director



Inclusion and compassion, two of our core values

We make equitable care a priority

Our belief is that if we help cultivate a more empathic workforce, our patients will benefit, and our staff members' sense of well-being will also increase.

A new **trauma-informed care training**, created by NWP, helps our clinicians and staff provide care that's sensitive to the diverse histories, experiences, and cultures of our patients.

Last year we laid the foundation for the **Center for Black Health and Wellness** (upper-right), a primary care center that will be located within the East Interstate Medical Office in Northeast Portland.

The goal of our center is to improve the health of our Black members — by elevating their care experience, continuing to build trust, and creating culturally responsive care and best practices that can be shared across our organization and in the broader health care community.

Throughout the year, many of our staff members were able to participate in a **Community Health Equity Tour**. This joint program between Kaiser Permanente and the Fair Housing Council of Oregon, offers a bus tour of Portland, along the way, educating participants about racism and inequity throughout the city's history, including housing and health care.

Once again, we participated in our local **Juneteenth** (center-right) and **Pride** (lower-right) celebrations! Our people love to show up to support, celebrate, and honor the history and identities of our diverse patients, staff, and members of our communities.





Hippocrates Circle



MLK Days of Service



Medical Teams International

Our community is central to our mission

We volunteered more than 8,000 hours

During Kaiser Permanente's annual **MLK Days of Service**, we continued our long-standing tradition of providing medical care to underserved members of our community — beyond our regular clinics. Twenty-two NWP physicians provided medical care at six partner clinics that cover our entire service area, from Longview, Washington, to Springfield, Oregon. Six of our optometrists provided eye care to patients referred from the clinics. They performed eye exams on 131 patients, and 121 pairs of glasses were ordered.



We continued to grow our relationships with our community partners, the **Oregon Food Bank** and **Central City Concern**. Their work aligns with two of our corporate social responsibility focus areas — food and housing insecurity. These organizations are at the forefront of tackling some of the biggest social health challenges faced by the communities and the patients we serve.



Members of our medical group spent thousands of hours in service to our community. More than 339 of those were at the Oregon Food Bank, helping to provide meals to the over one million members of our community who need food assistance.



Dedicated to medical education

Ours is a learning organization

At NWP, education is paramount. At the national level, Dr. Koh sits on the board of the **Kaiser Permanente Bernard J. Tyson School of Medicine**.

Physicians volunteered their time with **Hippocrates Circle**, our own mentor program for middle school students interested in a medical career. The program gives teens from underserved communities the opportunity to learn more about the path to a medical career, providing sessions on a wide range of topics from medical school applications to CPR and emergency preparedness.

Innovation is key to our success. **The Department of Medical Informatics** focuses on giving our clinicians the technological tools they need to take care of our patients.

Aaron Bayne, MD, is one of the preceptors who received the Excellence in Teaching Award for 2023. “I look at teaching from several levels,” he says. “Selfishly I enjoy getting to work with amazing residents. I love being able to play a part in their development and helping them become the best version of themselves. I also understand the responsibility that we carry in educating our future physicians. I take this seriously and try to ensure that our young physicians get the education they need to be ready to practice on their own. Finally, I do this as a “pay it forward” in gratitude to the wonderful mentors that gave their time and effort to train me. I know what it takes to do this and what they gave of themselves to help me in my journey. I am proud to carry on their legacy.”

The Graduate and Undergraduate Medical Education Department provided 777 residents, fellows, and students with clinical rotations and shadow opportunities — over 1,000 clinical rotations in all.

- 600+ NWP clinicians serve as preceptors for these learners. Their dedication to helping the next generation of medical professionals is at the heart of why this program is so successful.
- The Family Medicine residency program graduated its fifth class of residents.
- Four Oregon Health and Science University graduates were selected to participate in Northwest Permanente’s Associate Program, which provides the opportunity to work in a clinical, ambulatory setting.
- NWP funded one scholarship for a local medical student through the Foundation for Medical Excellence.





The health of our patients depends on the health of our planet

Our focus extends to the environment

NWP Director of External Affairs, Government Relations and Community Health, Colin Cave, MD (top) was named to the National Academy of Medicine's Action Collaborative on Decarbonizing the U.S. Health Sector and is now co-chair of their Health Care Delivery Work Group. Dr. Cave and the Collaborative are working to address health care's negative environmental impact by focusing on health care supply chain and infrastructure; care delivery; professional education and communication; and policy, financing, and other metrics.

Throughout the year, members of our medical group have spoken extensively at events on the need for the health care sector to take climate change seriously. As an industry we account for 8.5% off all carbon emissions in the United States.

These events included Dr. Cave's presentation at the American Hospital Association's Leadership Summit on physician led steps that health systems can take to reduce their environmental impact. And he and Practice Director Matt Tam, co-chair of the KPNW Green team, spoke on decarbonizing the operating room at an Institute for Healthcare Improvement's learning community event.



When physicians lead, patients come first

Our physician leaders are having an impact

Occupational Medicine physician Amy Hinrichs, MD (center, right), was sworn in as President of the Oregon Medical Association (OMA). She is only the second NWP physician to serve in this role. Meanwhile, pathologist and NWP board member Reva Ricketts-Loriaux, DO (bottom), was appointed Speaker of the House for OMA.

Family Medicine physician Jane Akpamgbo, MD, serves as Vice President of the Oregon Academy of Family Physicians. And Dr. Cave is a member of American Medical Association's House of Delegates, while Dr. Ricketts-Loriaux serves as an alternate.

- NWP Legislative leadership: in 2023 we had over 30 subject matter experts provide input during the legislative sessions in both Oregon and Washington and influenced important legislation such as opioid harm reduction in Oregon and increased behavioral health staffing in Washington.





Crater Lake, Oregon

Photo by Karl Winkler,


Consultant III, Documentation & Coding Services



About Northwest Permanente

As the largest self-governed, independent, multispecialty medical group practicing in Oregon and Southwest Washington, we practice Permanente Medicine. Together with Kaiser Foundation Health Plans and Kaiser Foundation Hospitals, and Permanente Dental Associates, we form Kaiser Permanente Northwest, an integrated health care program.

141.8
B CORP SCORE

Certified

Corporation

620,000+
KP MEMBERS



1,350+
PHYSICIANS



100+
CLINICIANS


95%
BOARD
CERTIFIED



54
SPECIALTIES



350+
ADMINISTRATIVE
STAFF



LOCATIONS
THROUGHOUT OREGON
& WASHINGTON



29
MEDICAL OFFICES



2
HOSPITALS

318
HIGHEST NUMBER
TOP DOCS
IN THE REGION*



Photo: Psychiatrists Victoria Celeste Porter, MD, MPH, Pavan Somusetty, MD, and Vuong Duc Vu, MD

*Portland Monthly