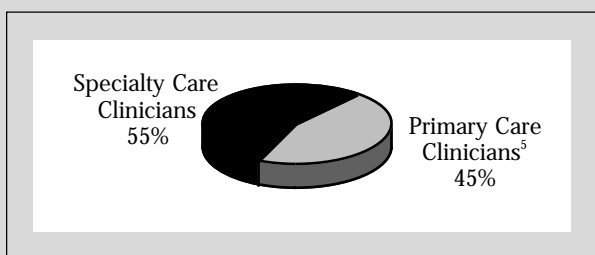
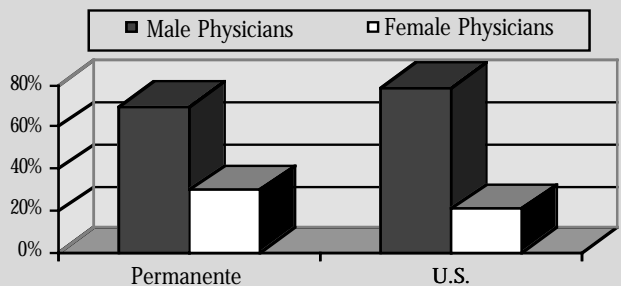




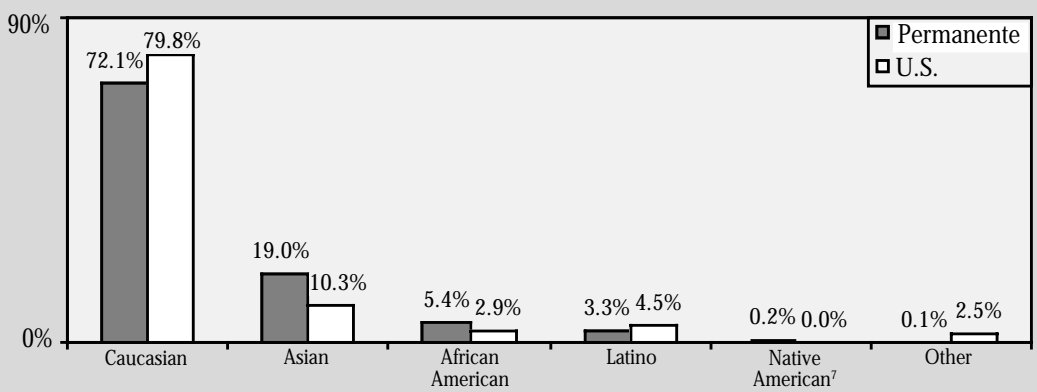
# By The Numbers: Permanente Medical Groups At a Glance

<b>Permanente Medical Groups</b> .....	12
<b>Total Physicians (FTEs)<sup>1</sup></b> .....	9415
<b>Board Certified</b> (U.S. average: 63%) .....	88 %
<b>Board Eligible</b> .....	5 %
<b>Average Number of Years in Practice<sup>2</sup></b> .....	11
<b>Turnover<sup>3</sup></b> .....	6 %

**Ratio of Applicants to Hires<sup>4</sup>** ..... Ranges by Medical Group from 4:1 to 40:1



### Ethnic Distribution<sup>6</sup>



<b>Kaiser Permanente Medical Offices (Includes CHP)<sup>8</sup></b> .....	297
<b>Kaiser Permanente Medical Centers (hospitals)<sup>9</sup></b> .....	26
<b>Kaiser Permanente Medical Centers with JCAHO Accreditation</b> .....	100 %
(JCAHO national average: 80%)	
<b>Kaiser Permanente Medical Centers Accredited with Commendation</b> .....	26 %
(JCAHO national average: 10%)	
<b>Contract Hospitals<sup>10</sup></b> .....	333
<b>Contract Hospitals with JCAHO Accreditation</b> .....	99.7 %

1 Number of physicians totals 9,653 when the 238 staff physicians of Community Health Plan (CHP) are included in the tally. Kaiser Permanente's Northeast Division and CHP affiliated in 1996.  
 2 Data available from seven of 12 Permanente Medical Groups (PMGs): Colorado, Mid-America (Kansas area), Northeast (New York area), Northern California, Northwest (Oregon, Southwest Washington), Ohio and Southern California.  
 3 Source is Kaiser Permanente's 1995 HEDIS Report, which includes contract physicians.  
 4 Data available from nine of 12 PMGs: Colorado, Georgia, Hawaii, Mid-Atlantic (Maryland area), North Carolina, Northern California, Northwest (Oregon, Southwest Washington), Ohio, Southern California.  
 5 Primary care includes family practice, general practice, internal medicine, pediatrics, and, in the case of four PMGs, obstetrics and gynecology.  
 6 Does not equal 100 percent due to rounding of numbers.  
 7 Percentage of Native American physicians in the U.S. equals a statistically insignificant 226, or 0.0%.  
 8,9,10 The PMGs do not own these facilities. They are included to provide an overview of where the PMGs practice medicine.



# The 12 Permanente Medical Groups

Number of Physicians (FTEs)

