By The Numbers: 
Permanente Medical Groups At a Glance

<table>
<thead>
<tr>
<th>Permanent Medical Groups</th>
<th>.................................................................</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Physicians (FTEs)1</td>
<td>...............................................................................</td>
<td>9415</td>
</tr>
<tr>
<td>Board Certified (U.S. average: 63%)</td>
<td>........................................................................</td>
<td>88 %</td>
</tr>
<tr>
<td>Board Eligible</td>
<td>........................................................................</td>
<td>5 %</td>
</tr>
<tr>
<td>Average Number of Years in Practice2</td>
<td>........................................................................</td>
<td>11</td>
</tr>
<tr>
<td>Turnover3</td>
<td>........................................................................</td>
<td>6 %</td>
</tr>
<tr>
<td>Ratio of Applicants to Hires4</td>
<td>Ranges by Medical Group from 4:1 to 40:1</td>
<td></td>
</tr>
</tbody>
</table>

![Graph showing gender distribution of physicians](image)

**Ethnic Distribution**6

<table>
<thead>
<tr>
<th></th>
<th>Permanent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>72.1%</td>
<td>79.8%</td>
</tr>
<tr>
<td>Asian</td>
<td>19.0%</td>
<td>10.3%</td>
</tr>
<tr>
<td>African American</td>
<td>5.4%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Latino</td>
<td>3.3%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Native American7</td>
<td>0.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>0.1%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Kaiser Permanente Medical Offices (Includes CHP)8 ................................................................. 297
Kaiser Permanente Medical Centers (hospitals)9 ........................................................................ 26
Kaiser Permanente Medical Centers with JCAHO Accreditation ................................................. 100 %
(JCAHO national average: 80%)
Kaiser Permanente Medical Centers Accredited with Commendation ........................................... 26 %
(JCAHO national average: 10%)
Contract Hospitals10 .................................................................................................................. 333
Contract Hospitals with JCAHO Accreditation .......................................................................... 99.7 %

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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)

The Permanente Medical Group, Inc. (TPMG) 3573 Physicians
Northwest Permanente, P.C. Physicians and Surgeons (NWP)
566 Physicians
(Group Health physicians constitute an additional 482 FTEs)
Hawaii Permanente Medical Group, Inc. (HPMG) 307 Physicians
Northeast Permanente Medical Group (NEPMG)
113 Physicians
(CHP physicians constitute an additional 238 FTEs)
Ohio Permanente Medical Group (OPMG) 211 Physicians
Colorado Permanente Medical Group, P.C. (CPMG) 454 Physicians
Mid-Atlantic Permanente Medical Group (MAPMG) 453 Physicians
Southern California Permanente Medical Group (SCPMG) 3222 Physicians
Permanente Medical Association of Texas (PMAT) 153 Physicians
Permanente Medical Group of Mid-America, P.A. (PMGMA) 55 Physicians
The Carolina Permanente Medical Group, P.A. (TCPMG) 135 Physicians
Permanente Medical Group of Mid-America, P.A. (TCPMG) 55 Physicians
The Southeast Permanente Medical Group, Inc. (SEPMG) 173 Physicians
The Permanente Medical Group, Inc. (TPMG) 3573 Physicians