

## Evidence-based quality improvement in Kaiser Permanente, a fully integrated U.S. healthcare delivery system

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### Abstract

Kaiser Permanente is a not-for-profit United States integrated healthcare delivery system, founded in 1945. Kaiser Foundation Hospitals and Health Plan own and operate 38 hospitals, and insure 9.5 million members. The Permanente Medical Groups (>17,000 physicians) provide care to Kaiser members exclusively and are salaried with no incentive to recommend unneeded treatment. The organization has focused on evidence-based care since its inception, with a particular focus on health through effective prevention.

Kaiser Permanente is a possible model for other healthcare systems. Its commitment to quality improvement includes substantial research infrastructure, sophisticated electronic health records and supporting systems, population registries (chronic conditions, implants), and continuous assessment of all available data sources and expertise to inform all possible decisions. Technology procurement and deployment choices are evidence-based, following review of published literature as well as internal systems and experience. New deployments are tracked and pilots may be closed or scaled broadly when additional information is available. Examples will be shared. □