

# Where the money goes

Kaiser Permanente's mission is to provide high-quality, affordable health care and to improve the health of our members and the communities we serve. Through the Labor Management Partnership, the Coalition of Kaiser Permanente Unions and Kaiser Permanente work together to deliver on that mission.

## OUR VALUES CREATE VALUE

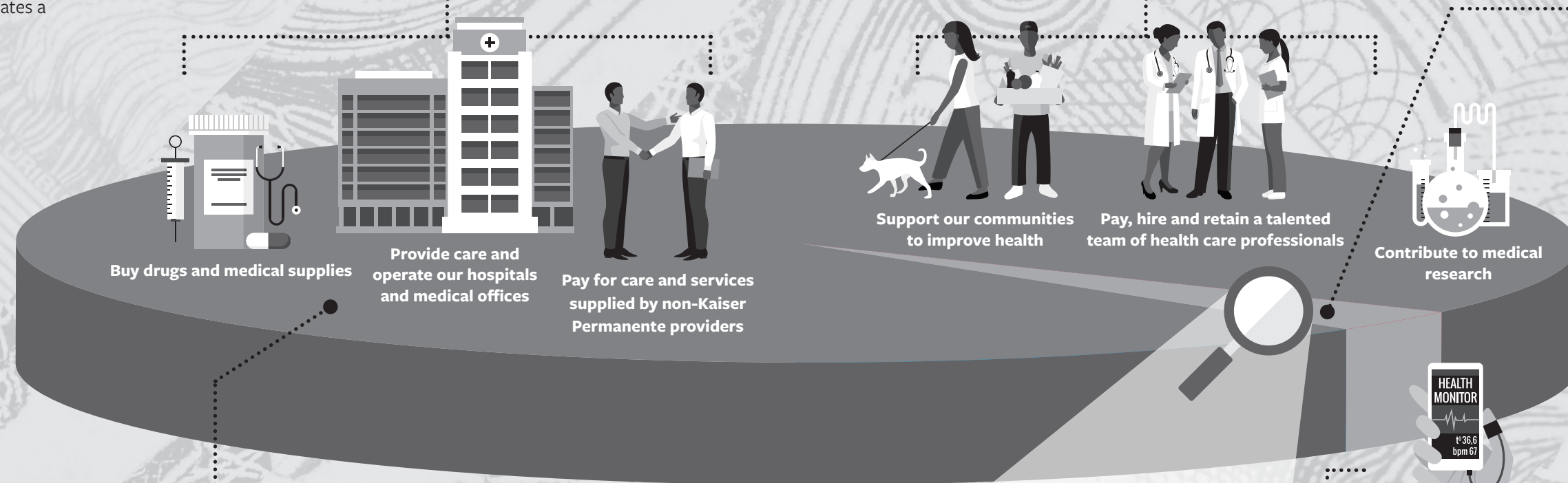
Working in partnership at all levels of the organization improves service and quality, keeps costs down and creates a great workplace environment.

### WHY WORRY ABOUT COSTS?

Inefficiencies and waste eat up resources that otherwise can be invested in our workers, our communities, our future—and in better care and service for our members and patients.

### RESPECT FOR PEOPLE

Providing industry-leading wages and benefits as well as helping our communities is a long-term strategy for success.



**3%**  
**OPERATING MARGIN**

Buy drugs and medical supplies

Provide care and operate our hospitals and medical offices

Pay for care and services supplied by non-Kaiser Permanente providers

Support our communities to improve health

Pay, hire and retain a talented team of health care professionals

Contribute to medical research

**NOTE:** 2016 operating revenue was \$65 billion; this is a combined, nationwide result for Kaiser Foundation Health Plan and Hospitals, Inc. Each region will have different results in any given year. Operating revenue is the amount collected from members, non-members, government agencies and third parties.

**97%**  
**PROVIDING CARE AND COVERAGE FOR 11.8 MILLION MEMBERS**

The vast majority of our operating revenue is spent delivering high-quality care and service to our members and communities.

### INVESTING IN OUR FUTURE

Our operating margin is what remains once operating expenses have been paid for out of revenue. This is the money we have available to invest in our future and to continue to be the model for the future of health care in the United States.

### Investing in technologies and equipment to help transform our care

- + telemedicine
- + phone consults with our caregivers
- + kp.org and other online services
- + mobile apps
- + green and energy-efficient technologies

### Updating existing equipment and buildings

Building new facilities to support growing communities and membership, and to meet earthquake and safety standards

