



Kaiser Permanente's Integrated Approach to Medicine

November 7, 2025 Princeton Conference

Maisha Draves, MD, MPH

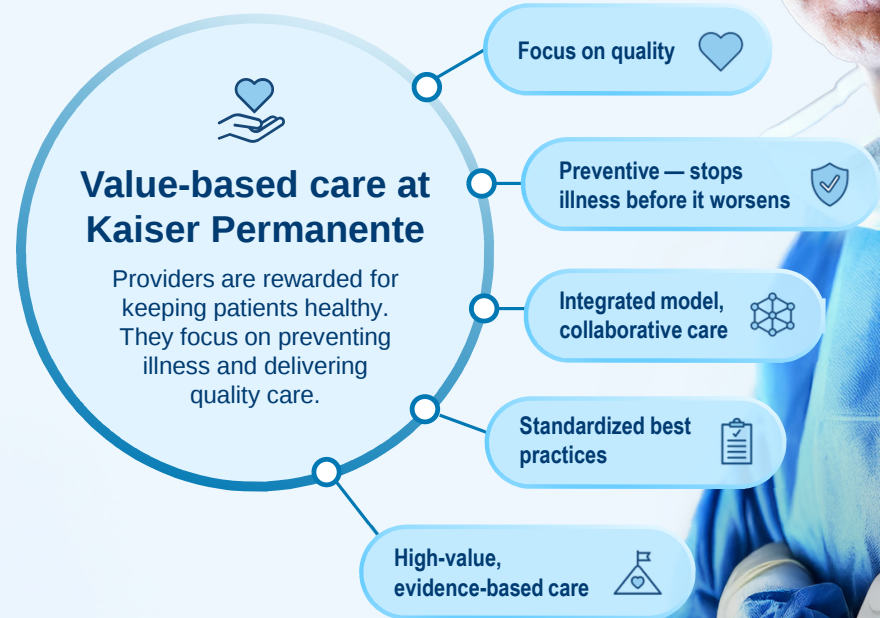
Associate Executive Director
The Permanente Medical Group



Conflict of Interest Disclosure

Dr. Maisha Draves has no relevant financial or conflict of interest disclosures.

The system does what the system gets paid to do



Leading the nation in quality

We're the top performer in 69 effectiveness-of-care measures — the most of any health plan.

Source: NCQA Quality Compass® 2024.

 KAISER PERMANENTE®

More healthy years

Kaiser Permanente members are less likely to lose years of life.

20%

less likely to die
early from cancer

33%

less likely to die early
from heart disease

Source: McGlynn et al., "Measuring Premature Mortality Among Kaiser Permanente Members Compared to the Community," July 20, 2022



KAISER PERMANENTE

19%

more cost effective than
the average health plan



Kaiser Permanente's Integrated Model



Evidence-based medicine

Our physicians deliver care to 12.4 million members – guided by the latest **clinical evidence**.



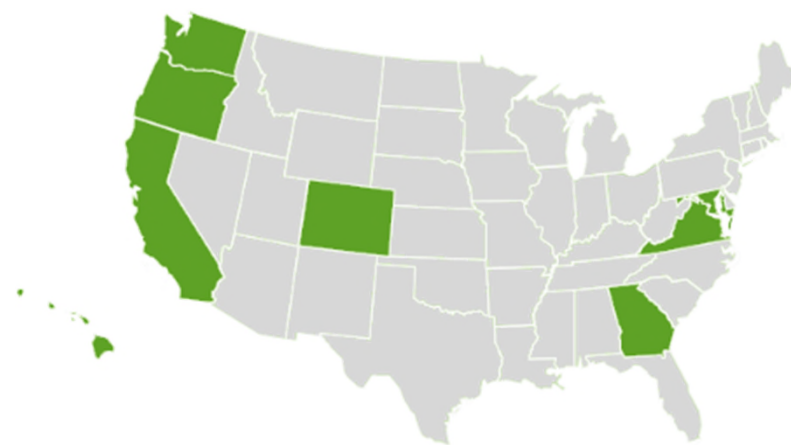
Clinician-driven formulary

Every medication is reviewed and approved by our physicians and pharmacists on our Formulary ensuring access to safe, effective, and affordable treatments. **Drug companies have no role.**



Collaboration between doctors and pharmacists

With the help of our electronic health record, **physicians and pharmacists** work together to ensure prescriptions align with evidence-based practices



California
Colorado
Georgia
Hawaii
Maryland

Oregon
Virginia
Washington
Washington, DC

Our Integrated Value

1. Clinician-Led Care

Care and coverage work together for better outcomes.
Physician-led decisions - **quality and safety always come first**

2. Cost of Therapy

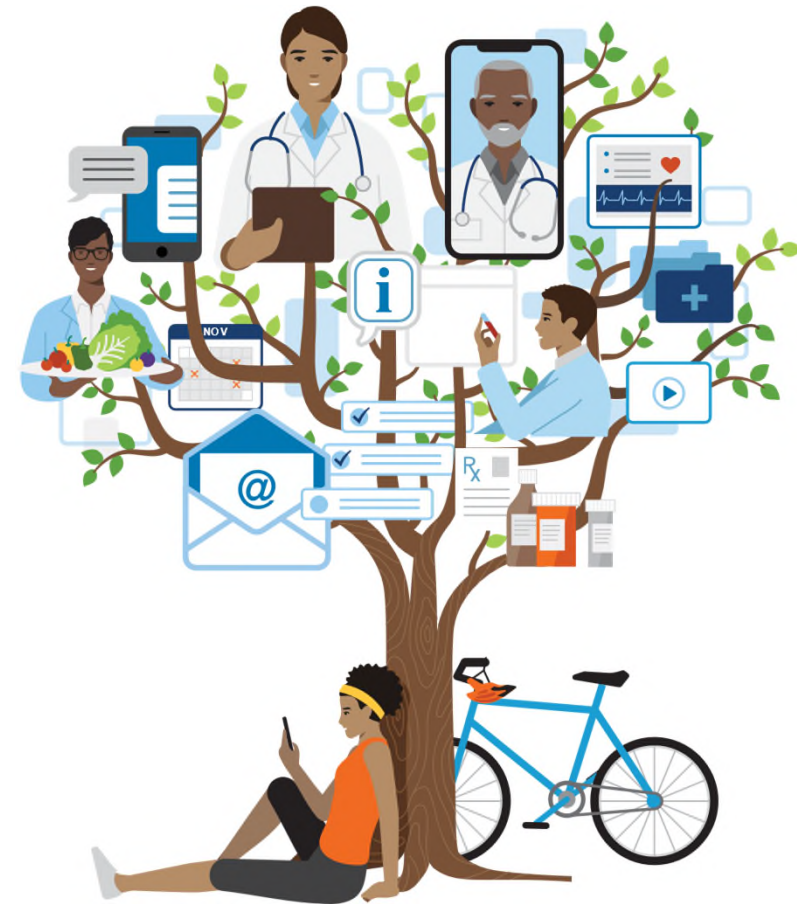
No hidden fees for medications.
Drug purchasing and contracting leveraged by national program

3. No Conflict of Interest

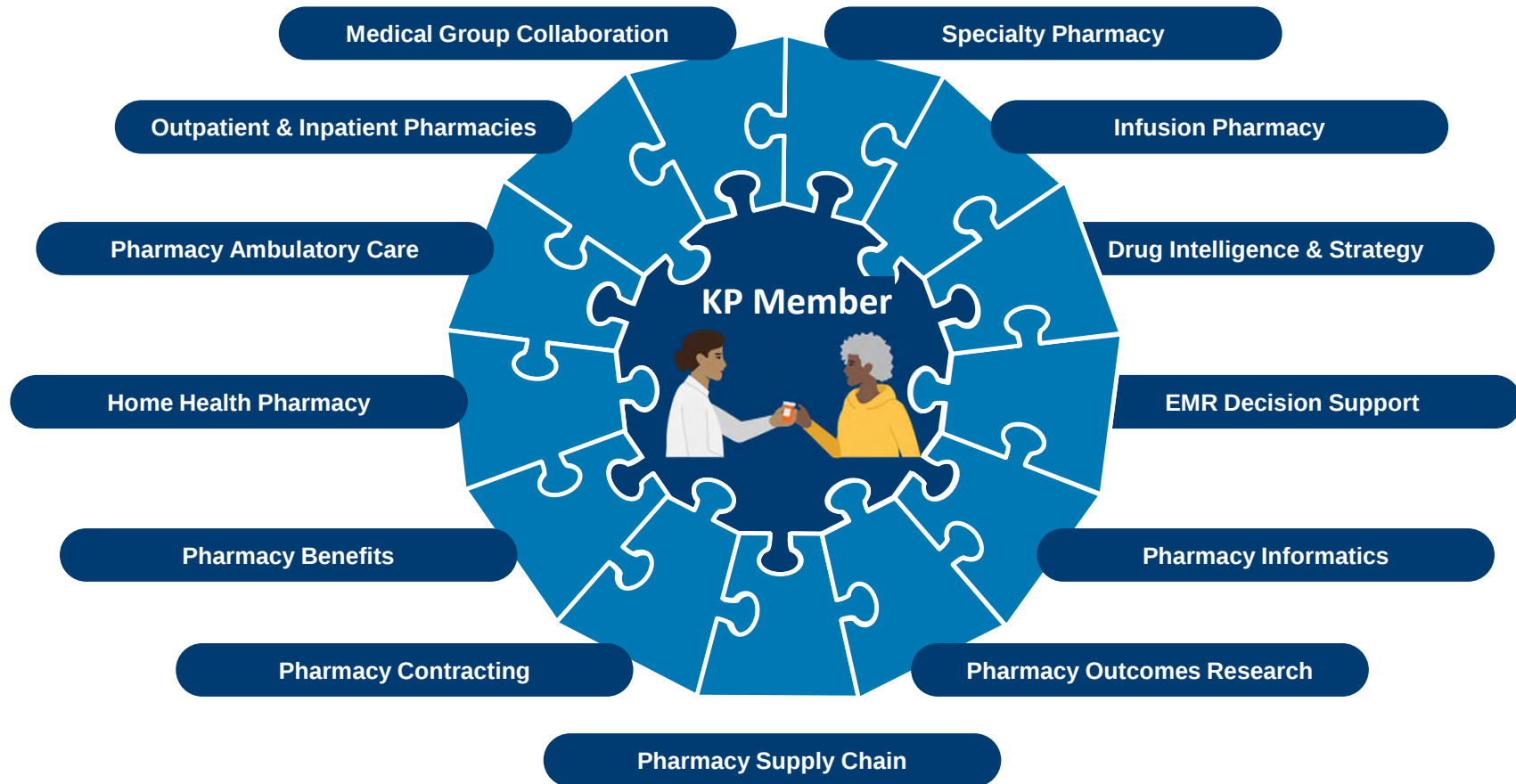
Physicians act with integrity - free from conflicts.
Formularies and guidelines are **guided by evidence** and **clinician expertise**

4. Drug Savings

Savings return to integrated system (not middlemen).
Cost-effectiveness through formulary adherence and evidence-based prescribing



Physician-Pharmacist Integration

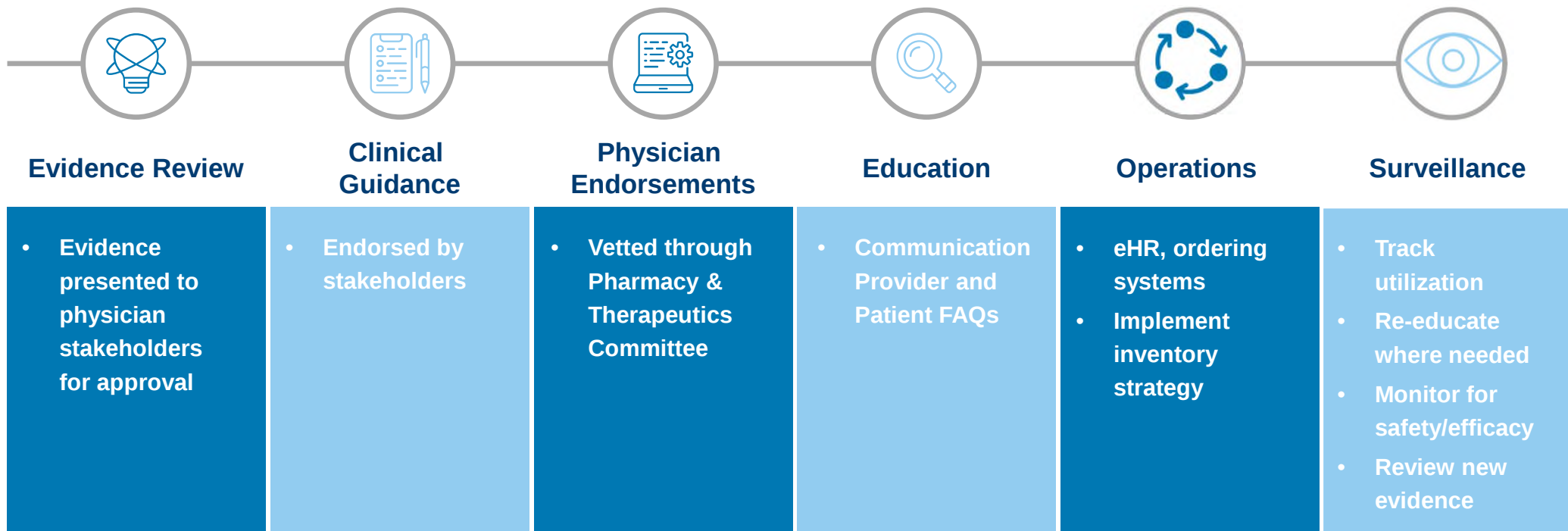


National Approach to Pharmaceutical Contracting

Consistent alignment of preferred medications



Physician-Pharmacy Collaboration



The power of partnership

Drug Use Management Strategies

CLINICAL EDUCATION & DETAILING

Empowering prescribers through targeted outreach

- Academic Detailing & Education by Drug Education Coordinators (DECs)

SYSTEM ALIGNMENT

Embedding evidence into clinical workflows

- Guidelines in electronic medical record (KPHC)

PHARMACY INNOVATION

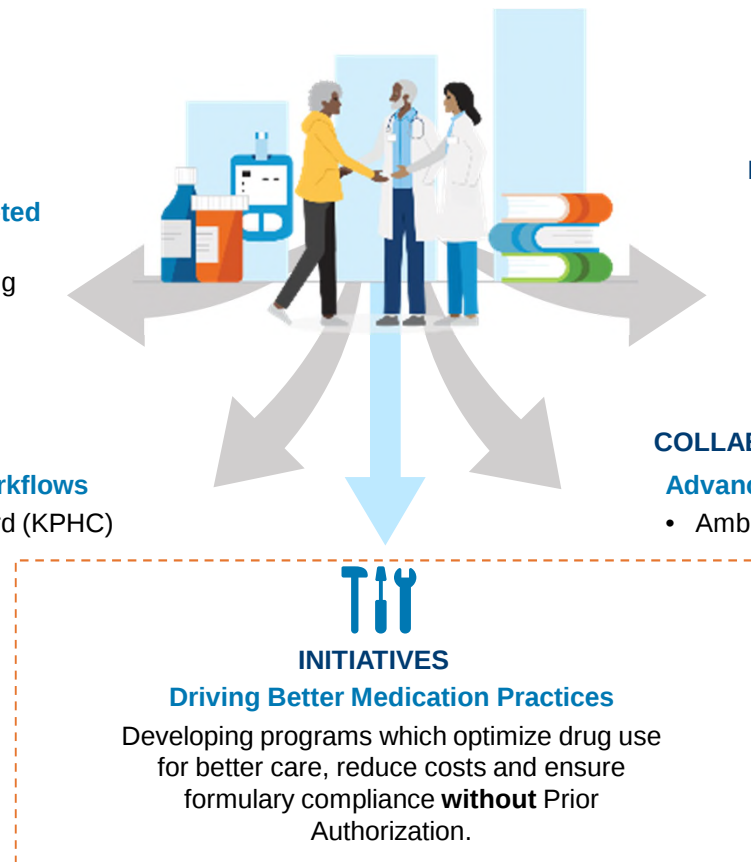
Scaling specialty care across KP

- KP National Specialty Pharmacy
- Emerging Therapeutics Strategy Program

COLLABORATIVE PRACTICE TRANSFORMATION

Advancing care through pharmacist roles

- Ambulatory Care Pharmacists



Drug Education Coordinators

Academic Detailing for Better Prescribing & Outcomes

Evidence Based Prescribing

Guide clinician decisions with proven data – leading to safer, more appropriate medication use.

Cost effectiveness

Promote use of cost-effective therapies without compromising quality of care.

Behavioral Changes

Drive measurable change, reducing unnecessary or harmful prescribing through tools like peer comparison reports.

Rapport and Trust

Build strong, collaborative relationships between physicians and Drug Education Coordinators to sustain improvement.



Oncology Pathways

Standardized expert care, everywhere . . .

- Created by Oncology Clinical Leaders in **partnership** with Pharmacy
- Real time decision support on **preferred oncologic therapies**
- Integrated into **Electronic Health Record**
- Focus on **improving outcomes** and **minimizing drug toxicities**, then affordability



Emerging Therapeutics Strategy Program

From Pipeline to Practice . . .

- Sponsored by **National Pharmacy** and **Permanente Medical Groups** via the Permanente Federation, and overseen by Drug Intelligence and Strategy
- Focus on the proactive evaluation of selected **new and pipeline emerging drugs** and pharmaceutical technologies
- **Develops strategies** through an evidence-based review process as well as expert recommendations from our physician specialists



Prescription drugs are driving healthcare costs

Specialty drugs, biologics in particular, account for a sizable percentage.

Drug prices rising faster than ever

- Launch prices for new brand-name prescription drugs increased 20% per year between 2008 and 2021.¹
- Between July 2021 and July 2022, the average price increase for over 1,200 drugs in the U.S. was 31.6%.
- Some increased by more than 500%.²

Biologics are a major cost-driver

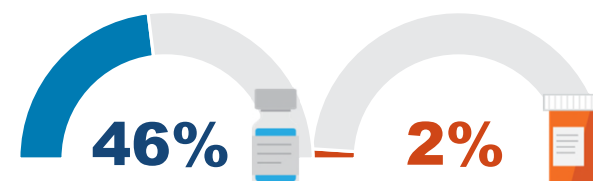
- Biologics are a type of specialty drug made from **natural and living sources** (such as sugar or tissue) that treat chronic and severe conditions like arthritis, diabetes, and breast cancer.³

1. American Hospital Association, June 8, 2022.

2. U.S. Department of Health and Human Services, September 30, 2022.

3. U.S. Food and Drug Administration, March 21, 2023.

4. IQVIA Institute, January 31, 2023; Chang and Sen, Health Care Cost Institute, March 30, 2023.



In the U.S., biologics account for 46% of all pharmaceutical spending — but only represent 2% of prescriptions.⁴

Biosimilar Journey

	Drug	Brand	Launch
1	Filgrastim	Neupogen	12/2016: Zarxio, 6/2022: Nivestym, 6/2024: Granix
2	Infliximab	Remicade	5/2017: Inflectra
3	Pegfilgrastim	Neulasta	12/2018: Fulphila
4	Bevacizumab	Avastin	7/2019: Mvasi
5	Trastuzumab	Herceptin	7/2019: Kanjinti
6	Rituximab	Rituxan	11/2019: Truxima, 7/2022: Riabni
7	Ranibizumab	Lucentis	1/2023: Byooviz
8	Adalimumab	Humira	3/2023: Amjevita
9	Insulin Glargine	Lantus	7/2023: Semglee (unbranded)
10	Tocilizumab	Actemra	5/2024-7/2024: Tyenne
11	Aflibercept	Eylea	1/2025: Pavblu
12	Ustekinumab	Stelara	3/2025: Yesintek
13	Eculizumab	Soliris	5/2025: Epysqli
14	Denosumab	Prolia/Xgeva	7/2025: Stoboclo/Osenvelt

Biosimilar Experience

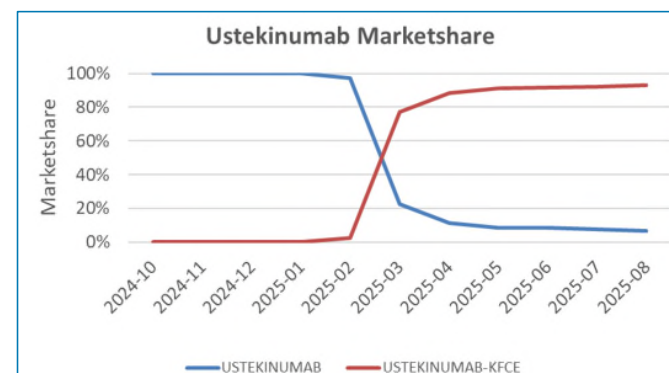
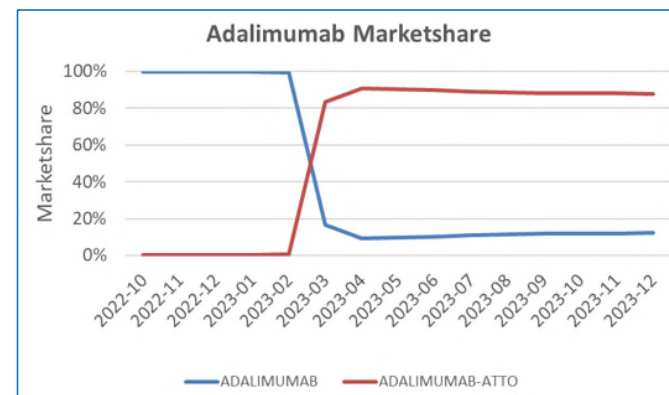
Biosimilars used in treatment-naïve **and** treatment-experienced

88-98% utilization rate of biosimilars versus reference biologic

Most patients **satisfied** or **very satisfied** with switch to a biosimilar

Estimated savings of **\$500 million** attributed to use of biosimilars

Chau J, et al. ACR Open Rheumatol, 2019
 Awsare S, et al. Health Affairs Blog, 2019
 Gutierrez A. GRx+Biosims Conference, 2019



The Future of Biosimilars at Kaiser Permanente

Biosimilars continue to provide greater savings and broader access to treatment as more biologic drugs lose their exclusivity and biosimilars emerge.

Our research is already shaping the future of biosimilars globally

- In July 2023, the World Health Organization endorsed rituximab as an essential medication for multiple sclerosis (MS).*
- The endorsement comes after Kaiser Permanente's MS Treatment Optimization Program clearly demonstrated rituximab's effectiveness.

*World Health Organization, July 26, 2023.



Keys to Success



Evidence-Based+

Science Driven Care

Our physicians deliver care to 4.5M+ Northern California members - guided by the **latest clinical evidence**.



Clinician Driven+

Formulary Decisions by Experts

Every medication is reviewed and approved by our physicians and pharmacists on our Formulary ensuring access to safe, effective, and affordable treatments.

Drug companies have no role.



Collaborative

Partnered for Better Outcomes

With the help of our electronic health record, physicians and pharmacists **work together** to ensure prescriptions align with evidence-based practices



Thank you



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