

## SUMMARY REPORT

# 005 Amazon-One Medical: Two-Year Follow-Up

August 25, 2025

## Introduction

The Oregon Health Authority's [Health Care Market Oversight](#) (HCMO) program reviews proposed health care business deals, like mergers and acquisitions, to ensure they support statewide goals related to health care costs, health equity, access to care, and care quality. After completing a review, OHA issues a decision about whether a business deal, or transaction, involving a health care company should proceed as planned. For all approved transactions, OHA is required by law to assess any changes in Oregon one, two, and five years after the transaction closed and to publish its findings.

OHA's follow-up reviews aim to analyze health care cost trends, cost growth and cost of care, and assess the impact of the approved transaction on access to care, quality of care, and health equity for people in Oregon. If applicable, OHA also checks whether the entities have complied with any approval conditions and kept to any commitments made in the notice and subsequent HCMO filings.

This report summarizes analyses and findings from OHA's two-year follow-up review of Amazon, Inc.'s ("Amazon") acquisition of 1LifeHealthcare, Inc. ("One Medical") (collectively, the "entities"). OHA found that while there have been nationwide news articles discussing negative impacts to quality of care resulting from the acquisition of One Medical by Amazon (the "transaction"), there is limited evidence that the transaction negatively impacted the quality of care experienced by One Medical members in Oregon. OHA will continue to monitor for potential impacts on quality of care and other outcomes in the five-year follow-up review.

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## Background

### About the Transaction

On November 29, 2022, OHA confirmed receipt of a complete [Notice of Material Change Transaction](#) ("Notice") from Amazon describing plans to acquire One Medical. (For reference purposes, OHA assigned this transaction the ID and alias "005 Amazon-One Medical.")

Amazon is a multinational technology company focused on e-commerce, cloud computing, online advertising, digital media and streaming, electronic devices and artificial intelligence. Prior to the transaction, Amazon established different health care businesses, with a focus on prescription drug shipments (Amazon Pharmacy) and on-demand virtual care (Amazon Clinic).

When OHA began reviewing the transaction in 2022, One Medical was a for-profit, membership-based primary care and management services company that operated in several markets across the country including five clinical locations in the Portland, Oregon Metro area. The majority of its membership was acquired through enterprise partners, which are generally employers who pay all

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or part of the cost of membership to give their employees access to primary care services and One Medical's virtual care offerings. One Medical works with health system partners in each of its markets who offer access to specialty and hospital care and perform other administrative roles (e.g., negotiating contracts with insurers). In September 2021, One Medical completed its acquisition of Iora Health, Inc., another nationwide chain of primary care clinics focused on serving adults 65+ with Medicare Advantage insurance.<sup>1</sup>

### OHA's Preliminary Review

OHA completed a [preliminary review](#) of the transaction on December 28, 2022. OHA's findings include the following:

- **Cost:** OHA concluded that the transaction was unlikely to have a meaningful impact on the cost of health care in Oregon or in the Portland metro area where One Medical operated its five clinics. Neither company held a significant share of the market for primary care in the state or in the Portland metro area so the acquisition would not meaningfully increase the ability of a combined entity to negotiate higher prices.
- **Access:** The entities stated that they did not plan to reduce access to essential services and planned to expand One Medical's network of clinics. Because of this and because One Medical's clinics were located in urban areas with many other primary care providers, OHA did not have concerns about a reduction in access to primary care as a result of the transaction.
- **Quality:** During the preliminary review, there was limited access to metrics on the quality of care at One Medical clinics in Oregon. One Medical clinics opened in Portland in 2020 and 2021, and One Medical did not participate in some programs that require regular quality reporting. OHA concluded that there could be potential impacts to quality given Amazon's business model.
- **Equity:** OHA identified potential equity concerns resulting from the transaction. The transaction could result in One Medical siphoning off commercially insured patients with higher payment rates from clinics that serve more Medicaid and Medicare-covered patients. This concern was somewhat mitigated by the small footprint of One Medical in the state.

OHA concluded that the transaction was unlikely to substantially reduce access to affordable health care in Oregon. Given One Medical's small market share, a comprehensive review of the material change transaction was not warranted.

On December 28, 2022, OHA issued its 30-day preliminary [review report](#) and order approving the transaction with conditions. OHA issued its [final order](#) on February 7, 2023.

Entities closed the transaction on February 22, 2023. OHA's conditional approval requires that Amazon and/or One Medical report information about the services they provide, the patients they serve, quality of care, and any governance or organizational changes for the locations in Oregon. These reports must be submitted every six months for a period of five years following the transaction's close.

### One-Year Follow-Up Review

OHA's [one-year follow-up review](#) analyzed the activities of Amazon and its One Medical Oregon locations since the close of the transaction in February 2023 by issuing a [request for information](#) and evaluating the responses received by the Entities. In addition to these responses, OHA reviewed Amazon's semi-annual reports, required to be submitted by Condition 2.a., b., and c., of

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the Order, along with available sources of public information and media coverage relating to Amazon, Amazon Health and One Medical. OHA also sought public comments from community members.

OHA completed its one-year follow-up review of the transaction in August 2024. OHA's findings are summarized as follows:

- Amazon continued to develop its strategy in the healthcare sector, which entailed an expansion of services and initiatives offered through Amazon Clinic and Amazon Pharmacy and integration of these services into other branches of Amazon Health, including One Medical.
- Amazon made changes to the regional structure of the One Medical offices by expanding the core operating areas from four to seven. Some leadership changes were also announced.
- Amazon introduced cost-cutting strategies as One Medical and other initiatives were pushed towards profitability. This resulted in temporary closure of two of five One Medical clinics in Oregon, employee layoffs, and a greater reliance on technology.
- Recruitment of new members for One Medical was also a focus for Amazon, through both enterprise partnerships with employers (a new partnership with Health Transformation Alliance in January 2024) and increasing individual memberships. Amazon Prime members were offered a reduced price individual membership for \$99.
- There were no significant changes noted for the Oregon One Medical clinics regarding quality measures, patient satisfaction, health equity, membership and insurance coverage.
- There were no public comments submitted during the one-year follow-up review.

## Two-Year Follow-Up Review

On February 21, 2025, OHA notified Amazon that it was commencing a two-year follow-up review of the transaction. OHA requested narrative information, documentation, and data related to financials, policies, governance, staffing, patients, and services rendered through a request for information (RFI – see Appendix A for details).

Amazon submitted responses to OHA's RFI on March 24, 2025. OHA reviewed and analyzed Amazon's submissions to determine whether Amazon and One Medical remained in alignment with all commitments made in the Notice and subsequent filings with OHA.

In addition to the RFI responses, OHA reviewed the semi-yearly reporting received from Amazon, required to be submitted by Condition 2.a., b., and c., of the Order, along with publicly available sources and media coverage relating to Amazon, One Medical and their related entities. This information is summarized in the **Relevant Activities and Changes at Amazon and Amazon Health** section below.

In its RFI response to OHA, Amazon asserted that much of the information provided in its submissions to OHA is confidential and unconditionally exempt from release to the public pursuant to ORS 415.501(13)(c) and ORS 192.345(2). This report only includes information that has not been designated as confidential.

OHA also sought public comment from community members but received none.

## Relevant Activities and Changes at Amazon and Amazon Health

This section summarizes relevant significant events seen in media reports or other publicly available sources, about Amazon and Amazon Health, since OHA’s one-year follow-up review.



### Amazon Clinic folded into One Medical

In June 2024, Amazon announced that it was folding Amazon Clinic, a pay-per-use telehealth service, into One Medical.<sup>2</sup> The new service is called Amazon One Medical Pay-per-Visit -and is being branded by Amazon as primary care without the wait.<sup>3,4</sup> This service is for One Medical members and anyone else seeking care for 30 common conditions, such as pink eye, or the flu. Messaging visits now cost \$29, down from \$35, and video visits are \$49, down from \$75, however these visits are paid out-of-pocket as insurance is not accepted.<sup>5</sup>

The addition of the new pay-per-visit messaging offers One Medical members an additional pathway for care for common conditions. Members can continue to use their regular One Medical services, which include in-person or virtual visits and use their insurance coverage, or they can pay out of pocket for the Pay-per-Visit if this option is more affordable, due to insurance deductibles.<sup>6</sup>

The table below shows differences between what’s included in the regular One Medical membership services and the new Pay-per-Visit option.

	One Medical Membership	Pay-per-Visit
Membership required	✓	
In-Person visits	✓	
Virtual visits	✓	✓
Messaging visit		✓
Insurance Accepted	✓	

Merging the smaller Pay-per-Visit telehealth service, Amazon Clinic, with One Medical, may reduce administrative costs for Amazon and allow for further innovation and integration of the telehealth platform within a supportive primary care environment that offers additional levels of service. It’s

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also possible that that patients using the Amazon One Medical Pay-per-Visit services will be attracted to One Medical’s services, which may result in increased membership for One Medical.

### **Amazon seeks efficiencies and cost savings through layoffs and increased technology**

Since OHA published its one-year follow-up report in mid-2024, Amazon underwent global streamlining and cost-saving efforts that impacted all Amazon divisions, including Amazon Health.<sup>7</sup> In October 2024, Amazon announced its intent to create savings between \$2.1B and \$3.6B by the end of the first quarter in 2025 through the reduction of nearly 14,000 managers, primarily in engineering and product management, and by increasing the use of robotics and automation.<sup>8</sup>

The reduction in management was to be accompanied by the implementation of a tip line, where employees can report inefficiencies, and instructions to managers to increase the number of direct reports and limit the number of senior staff.<sup>9</sup> Amazon stated the need for “less bureaucracy and more hustle” in order to speed up the development of more artificial intelligence (AI) products as the reason for these changes.<sup>10</sup>

Although the latest managerial layoffs didn’t impact Amazon Health companies or initiatives specifically, Amazon’s commitments to technology-driven efficiency and cost savings are reflected in changes to the Amazon Health division and One Medical, discussed in the sections below.

### **Amazon Health restructures into six pillars**

In June 2025, after the loss of several executives (including Trent Green, CEO of One Medical – see “**Activities and Changes at One Medical**” section below for more information), Amazon Health announced that it would be restructuring its leadership approach from a company-specific leadership, into a division wide, six-pillar, team-style leadership structure, each pillar with its own executive leader.<sup>11</sup> Three of the executives chosen to lead a pillar came from One Medical.

The six pillars and their executive leaders are as follows:

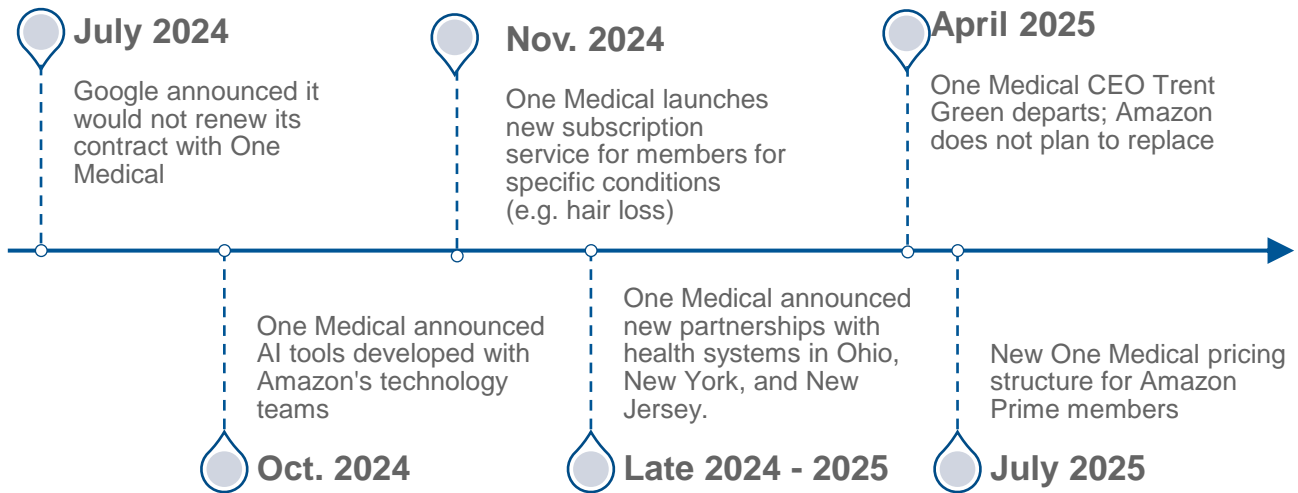
Pillar	Executive Leader
One Medical Clinical Care Delivery	Andrew Diamond, MD, PhD*
One Medical Clinical Operations & Performances	Suzanne Hansen*
Amazon Health Services Strategic Growth & Network Development	John Singerling
Amazon Health Services Store, Tech & Marketing	Prakash Bulusu*
Amazon Health Services Compliance	Kim Otte
Amazon Health Services Pharmacy Services	John Love

\*Previous One Medical leadership

The goal of the Amazon restructure was stated as greater streamlining and efficiency and faster and more effective innovation.<sup>12,13</sup> This managerial pruning will likely further solidify One Medical’s integration into Amazon Health and place Amazon in more direct control of One Medical’s decision making.<sup>14</sup>

## **Activities and Changes at One Medical**

This section summarizes significant events seen in media reports or other publicly available sources, about One Medical, since OHA completed it’s one-year review of the transaction.



### One Medical's CEO departs after two years

Trent Green joined One Medical in 2022, just before its' acquisition by Amazon, and announced his departure in April 2025.<sup>15,16</sup> During his time at One Medical, Mr. Green led an expansion into new markets and integrated One Medical further into its parent company Amazon. Mr. Green is reported to have accepted a CEO position at National Research Corp., a health care company.<sup>17,18</sup>

Amazon has reported that it will not be replacing Mr. Green, instead it will rely on a new leadership structure, described in the **"Amazon Health Restructures into six pillars"** section, above.<sup>19,20</sup>

### New partnerships and expansion but loss of Google contract

#### New partnerships in Ohio and New York, expansion into New Jersey

When One Medical enters a new geographic market, they typically partner with an existing large health system operating in the area.<sup>21</sup> These strategic partnerships allow One Medical to integrate into existing networks of providers and insurers. Partnerships support clinical care, referrals, and reimbursements from insurance companies.<sup>22</sup>

One Medical announced new partnerships with larger health care systems for specialty care in northeast Ohio in October 2024 (Cleveland Clinic) and Westchester County in New York in January 2025 (Montefiore Health System).<sup>23,24</sup>

One Medical also expanded its primary care services into New Jersey, where it now partners with Hackensack Meridian Health.<sup>25</sup> The new location is in Edgewater, New Jersey, and opened in March 2025.<sup>26</sup> One Medical now has more than 200 locations in more than 20 US cities. In addition, there are plans to open two additional locations in New Jersey in 2025.<sup>27</sup>

#### Loss of Google contract

Google announced in July 2024 that it would not be renewing its contract with One Medical.<sup>28</sup> The last time One Medical publicly reported its revenue, in 2020-2021, the Google contract represented around 10% of its revenue.<sup>29</sup> Google stated that it will be using Premise Health instead of One Medical, which is a direct-to-employer health care company with a network that is roughly four



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times larger than One Medical and Google.<sup>30</sup> Google stated that it chose Premise over One Medical based on the breadth of services Premise provides.<sup>31</sup>

One Medical stated in an email to Business Insider that it would be refocusing its efforts to gain mid-size enterprise clients while increasing its outreach to larger enterprise customers by improving on the information it shares directly with them.<sup>32</sup> For example, One Medical wants to require larger employers to provide employee contact information, an approach that One Medical claims has helped them to double the number of annual wellness visits through the use of push notifications.<sup>33</sup>

### New One Medical subscription service offered for specific conditions only

In November 2024, One Medical announced a new type of subscription service for Amazon Prime members, which includes a treatment plan and medication for specific conditions such as hair loss, for a low monthly fee.<sup>34</sup> The monthly fee depends on the type of visit needed, the medication and payment method. Users of this service only pay for the consultation and medication and there are no other fees or subscriptions needed besides the Amazon Prime membership.<sup>35</sup> This new service is seen as Amazon One Medical’s response to direct-to-consumer subscription companies like Hims & Hers Health, Inc.<sup>36</sup>

### Membership pricing – special offers for Amazon Prime members

#### Discounts on One Medical memberships

Throughout 2022 and 2023, One Medical membership prices declined (see graphic below). Since OHA published its one-year follow-up review, the price of One Medical memberships has mostly stayed the same at \$99/year or \$9 month for Amazon Prime members, and \$199/year for those who are not Prime members.<sup>37,38</sup>

However, Amazon has been running special campaigns just for Amazon Prime members, and one for new users of the pay-per-visit service. One Medical membership prices have been temporarily reduced for Prime members from \$99 to \$69/year.<sup>39</sup> As of the date of this report’s publication, in August 2025, this special offer was no longer available on the Amazon website.<sup>40</sup>

#### One Medical membership pricing for Amazon Prime members, over time

One Medical memberships for non-Prime members remain \$199/year, as of July 2025.



\*This price is referred to as a limited time offer.

See a larger format of this picture in Appendix B.

#### Discounts for pay-per-visit service and visits for specific conditions

Amazon is offering an extra discount for Prime members or new customers using the Pay-per-Visit service.<sup>41</sup> These promotions are likely to introduce One Medical’s new virtual pay-for-visit service that was previously known as Amazon Clinic.

Prime members also receive a special discount on visits for specific conditions like acne, anti-aging and eyelash growth.<sup>42</sup> The goal of this discount is likely to promote the new telehealth subscription that One Medical launched in November 2024. The subscription includes the cost of the treatment plan and medication for a monthly fee. The monthly fee is dependent on the length of the visit, the medication and payment method.<sup>43</sup>

Offering discounts for services that treat conditions requiring medications could be one way to introduce customers of the pay-per-visit services to even more Amazon services (Amazon Pharmacy), effectively and quickly building customers bases for multiple Amazon services, at the same time.<sup>44</sup> These customers could also be informed of and purchase the regular One Medical membership.

### Pay-per-visit Promotion Details

If you qualify for a promotional discount, there's nothing extra you need to do. We'll apply the savings for you at checkout. However, if you're entitled to receive benefits from any state or federal government healthcare program, you may not use Amazon One Medical Pay-per-visit (PPV) services and you are ineligible for promotions (see details on Amazon One Medical Pay-per-Visit FAQs <https://health.amazon.com/onemedical/help>).

#### Prime Member Discount: \$15-off on Acne, Anti-Aging, and Eyelash Growth visits

**Eligibility:** This Prime member promotional discount is only available on three conditions: Acne, Anti-aging, and Eyelash growth. In order to qualify, you must be an Amazon Prime member.

**Terms:** This offer is not available on all conditions, and cannot be combined with other offers. Amazon One Medical reserves the right to modify or cancel the offer at any time. Offer is non-transferable and may not be resold. If you violate these terms, the offer will be invalid. Sales tax may apply, which varies by state. Prices and conditions are subject to change; messaging-only visits not available in all states.

See a larger format of this picture in Appendix B.

## Artificial Intelligence (AI) Innovations

In October 2024, One Medical revealed some of the AI tools it uses that were developed in conjunction with Amazon's technology teams to reduce clinician time spent on administrative tasks.<sup>45</sup> These innovations reflect Amazon's commitment to technology-driven efficiency that they announced in October 2024.<sup>46</sup> Some of the AI-based solutions now in use at One Medical mentioned in the Amazon (45) and Politico (46-48) articles include:

- **Amazon Web Services (AWS) HealthScribe** – an AI-assisted real-time capture of conversation which reduces clinician note-taking, allowing them to focus instead on the patient. This technology is reported to create a time savings for the clinician and increased patient experience.
- **Responsive messaging communications** – AI-driven responses that are created and refined by clinicians before they are sent, reported to enable faster responses and positive patient experience.
- **Task Routing** - an AI-driven assessment of patient needs and care provider skills. Tasks are routed to the appropriate person in the front or back office. This use of AI is reported to permit faster response times and a more positive patient experience.
- **Gap analysis and medical history summaries** – an AI-driven assessment of medical health records that results in a summary and identification of potential gaps in care which are reported to lead to better treatment plans, improved care quality for patients and potentially lower health care costs in the long term.<sup>47</sup>

Amazon claims that these tools can reduce the time a clinician spends on administrative tasks by 40 percent.<sup>48</sup> This means more of the clinician's time can be spent with patients.<sup>49</sup> Amazon also mentions that it prioritizes and upholds the highest standards when it comes to patient privacy by making them a foundational part of each technological tool they use.<sup>50</sup> However, no details on mechanisms employed or safeguards in place are provided.



## Quality Considerations

### Concerns from One Medical patients and staff

From February through July 2024, the Washington Post published a series of articles outlining concerns from patients and staff about the changes that were taking place a year after Amazon's purchase of One Medical.<sup>51,52,53</sup> (See also OHA's [one-year follow-up report](#), pg. 6, for an earlier summary of these concerns.)

The Washington Post identified concerns over the shorter appointment times, staff reductions, cutting services that were previously offered, such as free taxi rides to appointments and routing calls to a "mission control" call center, where non-clinical staff with very limited training were answering calls. Several elderly patients had not received immediate care for their urgent symptoms.<sup>54,55</sup>

Although the calls being routed to the "mission control" call center were first reported to be from members of One Medical Senior (formally known as Iora Health), later reports indicated that One Medical was directing other messages through its call center.<sup>56</sup> Layoffs to front desk staff were thought to be behind a large influx in messages reported in February 2024, although One Medical stated in response, that that call center response times were improving.<sup>57</sup>

Amazon One Medical first admitted that there were several cases that had been mishandled at the "mission control" call center, but they later issued internal talking points to employees that downplayed the missteps in those cases.<sup>58</sup> When The Washington Post requested a statement about the internal talking points, One Medical acknowledged that two of the cases mentioned in the article were mishandled but insisted that six additional cases mentioned in the article, were not locatable in One Medical databases.<sup>59</sup>

### Expansion of virtual healthcare treatment modalities

In June of 2024, Amazon Clinic's pay-per-visit services, including virtual messaging visits, were added to the list of services offered by One Medical, and Amazon Clinic was closed (see more information in the "**Amazon Clinic folded into One Medical**" section above).<sup>60</sup> The addition of messaging visits means that One Medical now offers nearly the full spectrum of healthcare delivery modalities, from in-person, to synchronous virtual telehealth visits, to asynchronous messaging visits.

Telehealth appointments have become commonplace since the COVID pandemic. One national survey found that in 2022, 22.5% of those surveyed reported having utilized telehealth services within the last four weeks.<sup>61</sup> And both patients and physicians in general are positive about using telehealth modalities.<sup>62,63</sup>

### Telehealth Standards of Care

While there is widespread agreement that telehealth is a good alternative for primary care for wellness and chronic conditions, criteria for when to use telehealth for acute conditions are not always in agreement.<sup>64,65</sup> Some health policy researchers have pointed out that, "telehealth may not be as effective as a traditional office visit, for acute care".<sup>66</sup> While others have published evidence that certain acute conditions are safe to address in telehealth environments.<sup>67</sup>

Establishing a consensus on telehealth clinical standards and best practices and embedding that consensus into a national framework would be very useful and could help ensure a more consistent quality in the delivery of telehealth nationwide.<sup>68</sup> Acknowledging the nuances that

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accompany individual cases, some have suggested that it isn't possible to legislate which diagnoses could be treated via telemedicine, and which should not.<sup>69</sup> That said, legislative efforts to develop a framework are ongoing, both at the national and state levels.<sup>70,71</sup> Building on the work done by some of the national accreditation organizations, such as National Committee for Quality Assurance (NCQA) and The Joint Commission, could be an efficient way forward.<sup>72,73</sup>

### Telehealth Outcomes

As the telehealth modality evolves, it will be important to study outcomes data for improvement possibilities and to support efforts that would lead to national standards of care as well as standards for best practices and clinician training programs, built from the evidence base that is accumulating, to ensure the best possible quality outcomes for patients.<sup>74</sup>

Research comparing telehealth visits to in-person visits so far suggests that care via telehealth is equivalent in many respects across various clinical areas.<sup>75</sup> However, negative outcomes can happen just as they can when care is provided in-person. One Medical is currently facing a wrongful death lawsuit from the family of an Oakland, California man with diabetes, who was seen by a One Medical provider via telehealth and then died in an emergency room a few hours later.<sup>76</sup> Amazon has released a statement that they were "prohibited by law from discussing patient records" but added that they cared deeply for all patients they serve, that they take concerns about their care quality seriously and they are committed to continuous improvement.<sup>77</sup> The outcome of the Amazon One Medical wrongful death lawsuit is still pending.

### Patient confidentiality concerns

In May 2025, The Washington Post reported that dozens of One Medical employees had accessed a patient's medical file in December 2024 without a legitimate business purpose, when the news of the patient's family lawsuit reached the media.<sup>78</sup> Amazon One Medical has committed to retraining its employees on confidentiality laws and practices.<sup>79</sup>

## Changes in Oregon since the One-Year Follow-Up Review

### One of the two temporarily closed offices re-opened

In the one-year follow-up review, OHA noted that two out of five One Medical offices in Oregon had closed temporarily.<sup>80</sup> Since then, the Downtown office remains closed (with notices on its webpage that it is temporarily closed), but the Tigard office has reopened.<sup>81</sup> One Medical currently has four locations in Oregon: Tigard, Pearl, North Williams and Cedar Hills.<sup>82</sup>

### Patient experience data trending downwards

One Medical uses Net Promoter Score (NPS) to measure patient/member experience (see box at right for more information about NPS).<sup>83</sup> Publicly available data from Comparably shows a drop in Net Promoter Score (NPS) for One Medical (nationally) between January 2024 to March 2025, from 33 to 27.<sup>84</sup> Although, when One Medical patients were asked whether they considered themselves a loyal customer, 82% responded



The screenshot shows the Amazon One Medical website. At the top, the logo "amazon one medical" is visible on the left, and "Locations" with a dropdown arrow and "Fr" are on the right. Below the navigation bar, the breadcrumb "Home / Locations / Portland Primary Care Doctor's Offices /" is shown. A red pill-shaped button with a white icon and the text "Temporarily closed" is prominently displayed. Below this, the text "Primary Care Doctor's Office in Portland, OR" is followed by the large, bold heading "Downtown Portland". A short paragraph of text describes the office's services, including care for seniors on Medicare and a focus on building relationships with patients. It concludes with the phrase "Think of us as your home for healthcare."

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“yes”.<sup>85</sup> It should be noted that Comparably’s data is gathered from those who volunteer their responses on the Comparably website, so they may not be a representative sample of One Medical patients.

Although the factors leading to a drop in NPS are not known, one event that may have contributed to the drop in patient experience is the loss of hundreds of One Medical staff in February 2024 after Amazon tasked One Medical with cutting operational expenses by \$100M in 2024.<sup>86</sup>

Patient and employee concerns over staff reductions, the loss of some services for the elderly, shorter appointment times and the creation of a “mission control” call center staffed with non-clinical personal with limited training, were documented in a series of Washington Post articles published from February to July 2024.<sup>87,88,89</sup> Amazon’s response indicated that the implementation of technological solutions and the centralization of incoming calls meant that that time spent on administrative tasks was reduced for clinical staff and therefore more appointment times could be made available.<sup>90</sup> More appointments would be available because they wouldn’t need to last as long as they did prior to Amazon’s changes.

In Oregon, One Medical patients may have encountered the new “mission control” call center and shortened appointments since its implementation in 2024. These changes may have contributed to the decline in Oregon patient experience scores seen from August 2024 to February 2025.

## In Summary

### Amazon remains in compliance with approval conditions

In Condition 2.a., b., and c., of the Order, OHA required that Amazon submit semi-annual reports to OHA that include the following information for One Medical clinics:

- Services data, including count of members and count of visits by location
- Quality measures data by location
- Current status of all Oregon locations and any changes to types of services, number of providers, governance, ownership, or organizational structure

Amazon has complied with these conditions as of the date of this report, submitting its third semi-annual report on August 23, 2024, and its fourth report on January 31, 2025. The first two semi-annual reports were included in the one-year follow up report.<sup>91</sup> Further analysis of the semi-annual report data will happen during the five-year follow up review.

### What is the Net Promoter Score (NPS)?

NPS is a measure of satisfaction based on how likely a client or patient is to recommend a company.

Responses are based on a scale of 1-10.

- Scores of 9-10 are considered *promoters* (the client or patient would highly recommend the company)
- Scores of 7-8 are considered *passive*
- Scores of 1-6 are considered *detractors* (the client or patient would not recommend the company)

The percentage of promoters – the percentage of detractors = the **Net Promoter Score**.

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### **Initial concerns about putting profit over care quality continue**

Most public comments received during OHA's preliminary review opposed the transaction, with many citing concerns about for-profit health care companies prioritizing profits over patients. Those concerns remain and were most recently documented in The Washington Post series mentioned in earlier sections and the wrongful death lawsuit brought against Amazon One Medical in 2024.<sup>92,93,94,95</sup>

### **Continued integration of One Medical into Amazon**

In the past year, Amazon has taken additional steps to integrate One Medical even further into the Amazon business structure, leaving Amazon with more direct control over One Medical and raising concerns that increased Amazon influence could have negative impacts on care quality.<sup>96,97</sup>

### **Five-Year Follow-Up Review**

OHA's five-year follow-up review, beginning February 2028, will look more broadly at the impact of the transaction on cost of care, access to care, quality of care and health equity in Oregon. OHA will also assess how the statements and commitments made by Amazon in their notice filing compare to actual events and changes since the acquisition and at trends in semi-annual compliance reports and the five-year RFI responses.

OHA accepts comments at any time for all follow-up reviews. Public comments can be submitted via email to [hcmo.info@oha.oregon.gov](mailto:hcmo.info@oha.oregon.gov), filling out the [public comment form](#), or by calling 503-945-6161 to leave a voicemail.

## Appendix A: OHA's Request for Information – Two-Year Follow Up

OHA requested the following information from Amazon and One Medical to support the two-year follow-up review.

1. Provide a detailed description of (including the rationale for) all changes in One Medical's operations, structure, policies, business, board members, officers, employees, or any other area of corporate activity (both in Oregon and nationally) since February 22, 2024.
2. Describe how any national or corporate level changes will impact One Medical operations in Oregon.
3. Provide a copy of all organizational charts in effect since February 22, 2024, for One Medical.
4. Provide the name and address for all One Medical practices and locations in Oregon.
  - a. Provide a detailed description of all changes to practice locations in Oregon since February 22, 2024.
  - b. Describe any changes to staffing, including the number and type of new or eliminated positions since February 22, 2024.
5. Describe all plans of One Medical for the construction or opening of new facilities, the closing of any facilities, or the expansion, conversion, or modification of existing facilities in Oregon.
6. Provide a copy of the financial statements, budget, profit and loss statement, cost center report, profitability report, and any other financial report regularly prepared by or for One Medical, both nationwide and in Oregon, on any periodic basis since February 22, 2024.
7. Describe any changes to the assets or liabilities of One Medical, both nationwide and in Oregon, since February 22, 2024.
8. Describe any changes to billing and payment practices by One Medical providers in Oregon since February 22, 2024.
9. Describe any changes to all written agreements between One Medical and Providence since February 22, 2024.
  - a. Provide copies of all agreements in effect.
10. Describe any conversations, plans, or agreements for any new One Medical partnering provider(s) in Oregon.
  - a. Provide copies of any agreements, if applicable.
11. Describe any changes to standard staff compensation or employment terms in One Medical affiliated practices in Oregon since February 22, 2024, including benefits, incentives, bonuses, or any other type of compensation.
  - a. Provide copies of all executive and staff compensation policies (both past and current) since February 22, 2024.



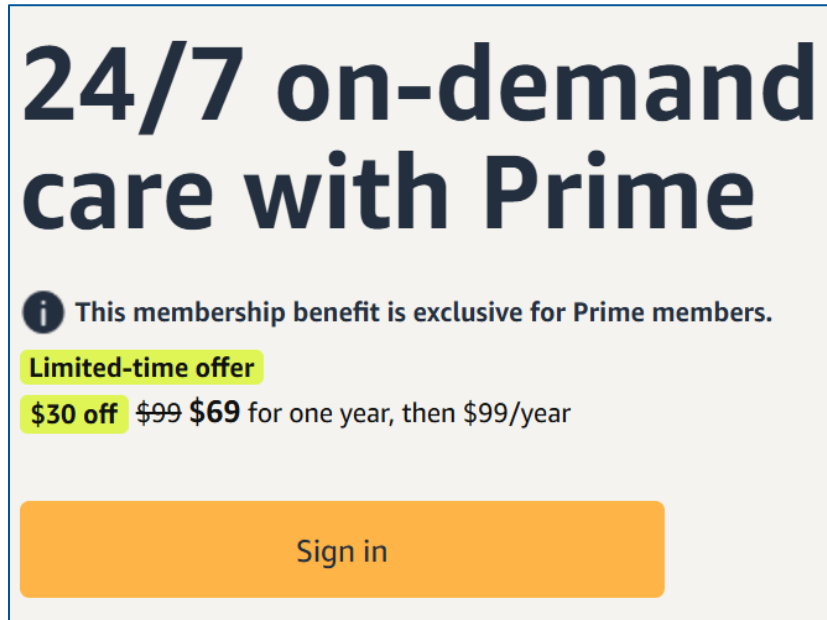
Confidential per ORS 192.355(1) and ORS 415.501(13)

12. Explain in detail whether One Medical practices in Oregon are subject to revenue, volume, or other performance targets. In doing so, detail on what those targets are and their results since February 22, 2024.
  - a. Provide copies of all written policies, or other such documentation, related to revenue, volume, or performance targets for One Medical practices in Oregon.
13. Explain in detail whether One Medical practices in Oregon are subject to any quality or patient experience metrics.
  - a. Provide all metric results for One Medical practices in Oregon for the most recent measurement year.
14. Describe any new partnerships or initiatives for One Medical, both nationwide and in Oregon, since February 22, 2024.
15. Describe any and all plans of, interest in, or efforts undertaken by One Medical related to any acquisition, joint venture, alliance, or merger of any kind in Oregon.
16. Describe any new initiatives to link One Medical membership with Amazon Prime benefits or other initiatives under Amazon Health since February 22, 2024.
  - a. Describe the results of any initiatives.
17. Describe any changes in One Medical's management of patient data since February 22, 2024, including changes in the platform used to manage these data and any new or changed use of patient data.
  - a. Provide copies of One Medical's privacy policies, both past and current since February 1, 2024. This request is for privacy policies both nationwide and in Oregon.
18. Describe how the pricing of membership and services for One Medical providers in Oregon has changed since February 22, 2024.
19. Describe any community benefit, financial assistance, or charity care spending by One Medical providers in Oregon since February 22, 2024.
  - a. Explain any changes to policies related to financial assistance, community benefit or charity care have changed since February 22, 2024.
  - b. Supply copies of all financial assistance or charity care policies (both past and current) since February 22, 2024.
20. Provide the following data, using the provided Attachment B: Data Template:
  - a. Membership payments
  - b. Service payments, including total payments, per patient and per visit median paid amounts and payments by payer type
  - c. Financial assistance, including per member amounts and total amounts
  - d. Counts of patient by zip code
  - e. Staffing, including count and FTE of employed and contracted staff, number, and composition of clinical and administrative staff

Confidential per ORS 192.355(1) and ORS 415.501(13)

21. Provide the number of companies with One Medical enterprise membership agreements, both nationally and in Oregon.
  - a. Describe any changes to the number of companies with One Medical enterprise membership agreements since February 22, 2024.
  
22. Describe Amazon's involvement in decisions affecting One Medical businesses and practices, both as a whole and specifically addressing operations in Oregon, related to:
  - a. Management,
  - b. Operations, and
  - c. Patient care

## Appendix B: Larger versions of small visuals



**24/7 on-demand care with Prime**

**i** This membership benefit is exclusive for Prime members.

**Limited-time offer**

**\$30 off** ~~\$99~~ **\$69** for one year, then \$99/year

Sign in

### Pay-per-visit Promotion Details

If you qualify for a promotional discount, there's nothing extra you need to do. We'll apply the savings for you at checkout. However, if you're entitled to receive benefits from any state or federal government healthcare program, you may not use Amazon One Medical Pay-per-visit (PPV) services and you are ineligible for promotions (see details on Amazon One Medical Pay-per-Visit FAQs <https://health.amazon.com/onemedical/help>).

#### Prime Member Discount: \$15-off on Acne, Anti-Aging, and Eyelash Growth visits

**Eligibility:** This Prime member promotional discount is only available on three conditions: Acne, Anti-aging, and Eyelash growth. In order to qualify, you must be an Amazon Prime member.

**Terms:** This offer is not available on all conditions, and cannot be combined with other offers. Amazon One Medical reserves the right to modify or cancel the offer at any time. Offer is non-transferable and may not be resold. If you violate these terms, the offer will be invalid. Sales tax may apply, which varies by state. Prices and conditions are subject to change; messaging-only visits not available in all states.

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