



*A message of gratitude from Jeff Collins, president, Kaiser Foundation Health Plan and Hospitals of the Northwest; Imelda Dacones, MD, president and CEO, Northwest Permanente, P.C.; and John Snyder, DMD, executive dental director and CEO, Permanente Dental Associates, P.C.*

A year ago, Kaiser Westside Medical Center admitted into our hospital Oregon's first COVID-19 patient – and our lives, our families, our workplace, and our communities changed forever.

Since that diagnosis was made on February 28, 2020, we've witnessed the toll of COVID-19 – the trauma, turmoil, economic devastation, and heartbreaking statistics, including that, across the United States, more than 500,000 people have died.

It has been a sobering year, but we've seen light within that darkness. And that light is all of you – our entire KPNW family of health plan and hospital employees, NW Permanente staff and clinicians, and Permanente Dental Associates dentists and staff.

In the shadow cast by COVID-19, you've shown what it means to be at our brightest. Providing the highest-quality, evidence-based care. Adapting as the disease evolved. Redeploying for new roles as our hospitals filled with COVID-19 patients. Shifting member appointments to virtual and focusing on the member and patient experience. Redesigning our buildings and reimagining our service delivery to minimize contact and ensure safety as the pandemic raged on. Through it all, you showed dedication, selflessness, and compassion.

Together, in the past year, we learned the true meaning of the phrase "space, staff, and stuff." We became more intimately acquainted with personal protective equipment (PPE) than we ever imagined. We pivoted. We redeployed. We tested – and were tested. And through it all, we delivered care to our members and patients while also caring for each other.

Now, as we continue to advance in our care and understanding of COVID-19, we have great reason to hope. Our numbers of hospitalized and diagnosed patients continue to decline, and our members who once were fearful of pursuing care are scheduling appointments. Many redeployed workers are returning to their normal roles, and we're resuming our normal surgical volumes.

We also have launched an efficient, successful vaccine effort, constrained only by supply. To date, we have helped to provide nearly 250,000 vaccine doses, and we continue to put more shots in arms every day. We've vaccinated 66% of our health plan staff, 86% of NW Permanente, 93% of PDA, plus tens of thousands of members and nonmembers in both Oregon and Southwest Washington. We're reaching out and listening to our community partners to ensure that our effort reaches all communities, including those who have suffered health inequities. With more and more people protected, we look to a hopeful future and know that our integrated health system model weathered the biggest test of our lifetimes.

History will record the past year as one of profound change. We'll remember it as one we spent with a profound, amazing team. Thank you for everything you did during the past year, and for everything you do every day.