

June 4, 2020

To my fellow Envision Team Members:

The killing of George Floyd was senseless and unjust. On the heels of the deaths of Breonna Taylor and Ahmaud Arbery, we must acknowledge that his death is not an isolated incident. It is a pattern. And it is unacceptable. And, it is a reminder of the broader inequalities and injustices rooted in racism and prejudice that continue to be pervasive in our country – a country founded on the ideal that all people are created equal and are entitled to equal rights, equal protections and equal justice.

Like any community, we often fail to live up to our own ideals. What is unacceptable is to not look ourselves in the mirror, acknowledge our failures and commit to doing better tomorrow.

The grief, the frustration and the call to action being expressed publicly through peaceful protest is not only appropriate, it is necessary. The protests are the equivalent of our fellow Americans holding up a mirror and forcing us, as individuals and as a community, to look at ourselves and acknowledge our faults and limitations. It is inherently uncomfortable. However, it also affords us the opportunity to become a better version of ourselves. For that, we owe a debt of gratitude to all of the peaceful protestors. The protests have been a humbling reminder that no matter what I think I've done in the past in support of diversity and social justice, it has not been enough. For that, I say thank you and indeed commit to do more to build a more just society.

Envision Healthcare has a role to play. As a national medical group, and consistent with the spirit of the Hippocratic Oath, we serve all communities and we care for all patients. In doing so, we are often witness to the injustices and inequities inherent in our society. When the emergency room becomes the only access to primary care, we have failed as a society and as a healthcare community. When a mother only learns that her pregnancy is high risk as she is going into labor, we have failed as a society and as a healthcare community. And when, in aggregate, our leaders and our caregivers do not reflect the diversity of the communities they serve, we have failed as a society, as a healthcare community and as a company. We, Envision Healthcare, can play at least a small part in addressing these inequities.

Our work starts close to home. Racism is not an abstract thing that happens to someone else in a distant city on the television. It occurs every day in our own work environments. Every day, someone on our team, in one of our facilities somewhere around the country, is forced to deal with insensitive comments or actions rooted in prejudice. This must stop.

As CEO, I will commit on behalf of our entire Envision community that we will make every effort to get this right. The immediate steps that we will be taking include:

- **CEO Action Pledge:** Taking the CEO Action Pledge <https://www.ceoaction.com/pledge/>
- **Diversity & Inclusion Plan:** Re-invigorating our Diversity & Inclusion Committee and, within 60 days, develop and publicly commit to a plan to promote Diversity & Inclusion
- **Racial Health Disparities:** Within 90 days, develop and publicly commit to a Quality Program specifically addressing racial health disparities in the communities we serve
- **Teammate Support Program:** Provide support to teammates that have been directly or indirectly impacted by the current events or who have experienced discrimination; we will be soliciting input on the types of support that are desired

Change takes time, which is why we must move quickly and with energy. Change also requires broad based engagement, which is why you will be hearing more from us on this topic over the coming weeks, months and years.

Respectfully,

A handwritten signature in black ink, appearing to read "Jim Rehtin". The signature is fluid and cursive, with a prominent initial "J" and a long, sweeping underline.

Jim Rehtin
CEO, Envision Healthcare