



DATE: November 11, 2021
TO: All Kaiser Permanente Suppliers and Vendors
FROM: Laurel Junk, Senior Vice President, EBS – Market Operations Services and interim SVP, Chief Supply Chain and Procurement Officer
SUBJECT: Workforce Vaccine Policy Toolkit

Thank you for your ongoing partnership as we continue to navigate the impacts that COVID-19 has had on our business and communities. We depend on you, our vendors and suppliers, to help us deliver on our mission to improve the health and wellbeing of our members, patients, and communities.

I am reaching out today to enlist your support. Kaiser Permanente staff have been on the front lines of the battle against COVID-19, and the latest surge caused by the delta variant is taking a terrible toll. Unvaccinated patients currently represent 85% to 95% of COVID-19 hospital admissions, overwhelming our health care system. This is a preventable crisis, and it is one that we can only overcome by pulling together and renewing our commitment to vaccinations, social distancing, and masking.

The COVID-19 vaccines have proven to be safe and effective and increasing the number of people vaccinated will help us to end this pandemic. As you likely know, we feel so strongly that we now require vaccinations for all Kaiser Permanente employees and physicians, as well as our vendors, contingent workers, and suppliers who access our facilities.

The private sector — businesses of all sizes, community organizations, and health systems — remain trusted voices. According to Edelman's recent [Trust Barometer](#) survey, employers are the most trusted source of COVID-19 information in comparison to government institutions, media, etc. As our business partner, you can play a pivotal role in alleviating fears related to vaccination, while also taking swift action to immediately combat COVID-19 through vaccine mandates. If you have not done so already, we are asking that you consider joining us, as well as so many other companies across the U.S., in implementing a vaccination mandate at your company.

To support you in this effort, Kaiser Permanente has developed a [Workforce Vaccine Policy Toolkit](#). The toolkit offers guidance on creating, communicating, and implementing a vaccine mandate. It covers:

- Stakeholder considerations
- Potential staffing challenges
- Sample timeline for development, communications, implementation
- Sample policy and supporting communications
- Vaccination confidence resources
- How policy exceptions might work

As business leaders, it is critical that we help those within our sphere of influence understand that widespread vaccination can not only deter another surge, but also prevent stronger and more deadly strains of the virus. Together, we can put an end to this pandemic and regain freedom from COVID-19.

Thank you for your partnership.

Laurel Junk

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