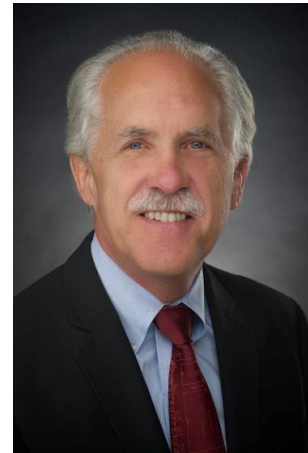


## We honor Dr. King's legacy in our work at PacMed

**Dear PacMed Friends,**

Back in the 1960s, when I was a biology student at Cornell, my activism involved protesting the war. Another outspoken critic of the war in Vietnam was Dr. Martin Luther King, Jr., who was showing the world an effective way to change even the most entrenched problems.

My peers and I were impressed with Dr. King's nonviolent approach and persistence in taking on injustice. He boldly addressed prejudices with a principled, long-term vision of change, one that spoke truth to power and held fast to core beliefs about the dignity and potential of all people. Looking back over my nearly 40 years at PacMed, I feel we can be proud that our culture, the value we create, and our ongoing growth follow similar principles.



*Dr. Wm. Rick  
Ludwig*

PacMed has demonstrated persistence and vision based on our beliefs in the dignity of both our patients and our care providers. While the health care industry has followed a winding path, we've patiently proven that quality medical care can be delivered to everyone, without raising exorbitant costs, providing satisfaction and meaning for our staff in the process.

Dr. King based his work on a deep and abiding compassion for those around him, with the strong values of [inclusion and care for each other](#)—ones we also hold dear as part of *our culture* here at PacMed.

Dr. King persevered in the face of strong resistance, pushing society and the

government to address injustice in its many forms of [poverty, income inequality, structural racism and segregation](#). Through our history, PacMed has pushed back on the entrenched pursuit of medical profit, and proved that a *focus on value* in health care allows us to support the health of all, because it does not have to involve spiraling costs.

Lastly, Dr. King was strategic and collaborative, able to [work with others to reach the goals he envisioned](#). We at PacMed have a great spirit and practice of collaboration with each other, to improve the already high-quality health enjoyed by our patients—and we strategically engage with our partners at Providence and beyond to protect and *grow* our PacMed Way into the future.

In 2020, we are sure to see more change, both within our workplace and in the world around us. As we have for decades, we will navigate this change by staying true to our culture, creating value in the lives of those we touch, and growing stronger and better as a result.

On this observance day of the Rev. Dr. Martin Luther King, Jr.'s birthday, let us take a breath of inspiration from this principled, effective, world-changing leader—and let it assure us we are on the right track.

All the best to you,

A handwritten signature in black ink, appearing to read "Wm. Rick Ludwig MD". The signature is fluid and cursive, with a small "MD" at the end.

Wm. Rick Ludwig, MD  
Interim CEO