



## A Thank You

*As our COVID-19 testing and vaccination operations conclude, [CIC Health](#) wishes to express its gratitude to every team member, every partner, every client, and every person who stood alongside us - sacrificing days, nights, and weekends away from loved ones to bravely and resiliently mitigate the impacts of a devastating global pandemic. And, to the general public, thank you for entrusting us to make it safer for you to live alongside others, to return to work, to attend school in-person, and to return to your everyday activities.*

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Our story, the CIC Health story, has been one of innovation, shared purpose, and resilience.

In the summer of 2020, as the COVID-19 pandemic began to rage, entrepreneur Tim Rowe, public health leader Dr. Atul Gawande, and a group of dedicated people came together with a shared purpose: to build a company that would unlock laboratory capacity and rapidly democratize access to convenient, fast, and affordable testing solutions in communities everywhere. While many developed countries had done this already, at the time, the U.S. lagged in its ability to deploy testing at scale. And, we believed we could help.

Within a few short months filled with sleepless nights, we and our partners solved the implementation problem and built end-to-end testing programs that were deployed in schools, workplaces, health systems, long-term care facilities, correctional centers, camps, mobile pop-up clinics, and community sites across 18 states.

In December 2020, when the first COVID-19 vaccines became available, CIC Health was selected by the Commonwealth of Massachusetts to launch the state's [first large-scale vaccination site](#) at Gillette Stadium (which we did within four weeks of our first call). Shortly thereafter we launched additional mass vaccination sites in Boston's Fenway Park, the Reggie Lewis Track and Athletic Center, and the Hynes Convention Center. At a time when vaccine appointments were hard to come by, we created a highly efficient, easy, and safe vaccination experience that allowed approximately 15,000 individuals to get vaccinated each day.

The work did not stop here. CIC Health was eager to ensure that those who could benefit from the vaccine had access to it in their community. We engaged with more than two dozen community organizations to design and execute our outreach and engagement strategy, including, but not limited to, the Black Boston COVID-19 Coalition, Roxbury Community College, the Boston Public Health Commission, Sociedad Latina, the Chinese Progressive Association, the Massachusetts League of Community Health Centers, and the Rian Immigrant Center. We hosted weekly town hall meetings with these community groups, community health centers, city and state officials, and local residents to ensure that community needs, preferences, and expectations were being met. We recruited staff who lived in the community and spoke local languages including English, Spanish, Haitian Creole, and



Portuguese, complementing that with in-person and virtual interpreters. We translated outreach materials like door hangers, posters, and flyers into eight community-identified languages. We designed our operations to be accessible for those with physical, cognitive, social, and emotional needs. Equity, accessibility, and experience remained at the forefront of everything we did. Later, in the City of Boston, through our collaboration with the Boston Public Health Commission, we launched testing and vaccination clinics at the historic Bruce. C. Bolling Building in Roxbury and Lena Park Community Development Corporation in Dorchester, among other sites. These efforts — in combination with the work of countless hospitals, community health centers, physician offices, pharmacies, and other organizations — have contributed to more than [95% of Massachusetts receiving at least one dose](#) and [closing vaccine equity gaps in Boston](#).

At the same time, CIC Health remained at the cutting edge of new COVID-19 testing modalities. In February 2021, through a collaboration with the Executive Office of Health and Human Services and the Department of Elementary and Secondary Education in February 2021, CIC Health and two other companies helped Massachusetts become the first State to deploy [pooled testing](#) to its schools, dramatically reducing the price and collection time of testing schools. The “[Test to Stay](#)” program, deployed in Fall 2021, became a game changer for keeping kids, teachers, and staff in schools safely, while protecting family and community members. At this time in the pandemic, CDC guidance was for individuals to quarantine after exposure, resulting in unnecessary absences and learning loss. The program saved at least 720,000 school days in Massachusetts alone by offering children an option to safely test in their school. We launched similar programs in the State of Washington and New York City.

Roughly three years later, it is an honor to recognize what we accomplished together:

6.5 Million Tests Facilitated  
13.5 Million At-Home Tests Distributed  
1.2 Million Vaccines Administered  
Average Turnaround Times Under 24 Hours  
Millions of In-Person Learning and Work Days Preserved

Our success was made possible through the intentional assembly and uniting of individuals, communities, private companies, and governmental entities who shared a common purpose to prevent avoidable serious illness and suffering - for everyone. This work, and the work to address any public health crisis, was accelerated through public-private partnerships which brought together the resources, expertise, and networks of experts inside and outside of the government to address shared challenges. Through authentic community outreach and engagement, we built trust and reduced barriers to accessing life-saving services.

Today, standing at the end of this pandemic response journey, we stand proud that our success can be measured and no longer being needed. We are humbled to have now reached this moment, and we wish to extend our gratitude to every single person who played a role in helping us return to work, life, and play after arguably one of the most challenging moments in our lives.