

INVESTING IN AMERICA'S HEALTH

🔑 🍏 🏥 2014



BlueCross®
BlueShield®

THE POWER
OF BLUE



As America's healthcare leaders, Blue Cross and Blue Shield (BCBS) companies take great pride in continually building on our 86-year legacy as true healthcare pioneers and trusted partners to the communities we serve. Today, with more than 106 million individuals entrusting their healthcare needs to the Blues, that service reaches from coast to coast and beyond, encompassing every community of every state, Puerto Rico and Washington, D.C.

We also recognize and welcome the great responsibility that comes with providing healthcare coverage to one in three Americans. Our commitment to being champions for all healthcare consumers extends well beyond the market-leading products and services that deliver peace of mind to our members. It extends to supporting the very communities we serve, working in close partnership with municipalities, schools, charitable organizations, and the clinics and hospitals that ultimately deliver care. In 2014, BCBS companies and their foundations made nearly \$400 million in charitable community investments to increase access to care, improve healthcare quality and affordability, and enable healthier living.

The select examples on the following pages demonstrate that BCBS companies are more committed than ever to our local communities — the places in which we are not only insurers, but employers, business partners and neighbors.

They also bring to life The Power of Blue in improving the health of all Americans.

Yours in good health,

A handwritten signature in black ink, appearing to read 'Scott P. Serota', with a stylized flourish at the end.

Scott P. Serota
President and CEO
Blue Cross Blue Shield Association

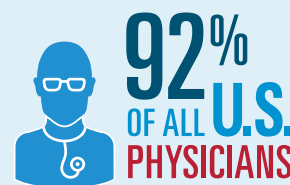
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The Power of Blue:

Creating Healthier Communities

Blue Cross and Blue Shield companies have a long-standing commitment to providing their members and communities with security and compassion. We are 36* independent Blue Cross and Blue Shield companies working together to improve healthcare access, improve healthcare quality and affordability and enable healthier living. Grounded by our promise of stability, we are navigating this new world of healthcare and opening doors for more than 106 million members** across all 50 states, the District of Columbia and Puerto Rico.



The Power of Blue harnesses the Blue Cross and Blue Shield companies' deep relationships with doctors and hospitals, our breadth of innovations and longstanding community commitment to:

Enable Healthier Living – improve the health and wellness of the communities we call our own by providing a variety of resources to organizations, schools, families and individuals to help create a healthier living environment for all.

Improve Healthcare Access – partner with local community health clinics to address medically underserved areas and reach patients of all cultural and economic backgrounds.

Improve Healthcare Quality and Affordability – lead in healthcare innovations that deliver the highest quality care to all Americans.

Protecting the next generation with life-saving immunizations

Ensuring access to preventative care in all communities – large and small

Helping our neighbors with specific health needs like diabetes or asthma to live healthier lives

*36 BCBS companies as of 6/2/2015

**Membership as of 3/3/2015

2014 Community Investments

As part of The Power of Blue commitment to creating healthier communities, we collectively invested nearly \$400 million in neighborhoods across the country to help address some of our nation's most pressing healthcare challenges.



**IMPROVING
HEALTHCARE
QUALITY AND
AFFORDABILITY**

44%



**ENABLING
HEALTHIER LIVING**

26%



**IMPROVING
HEALTHCARE
ACCESS**

23%

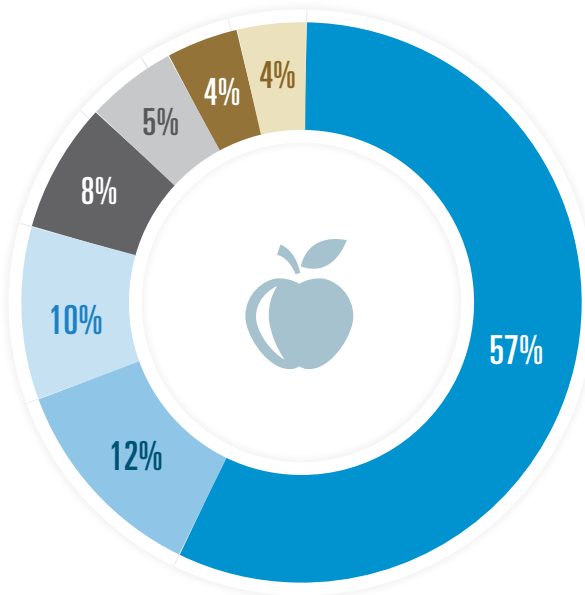


**COMMUNITY
AND SOCIAL CAUSES**

7%

Enabling Healthier Living

Providing Disease Prevention and Management Resources for All Americans



- | | |
|----------------------------|-----------------|
| ■ Obesity | ■ Heart |
| ■ Behavioral/Mental Health | ■ Dental/Vision |
| ■ Diabetes | ■ Asthma/Lung |
| ■ Cancer | |

Blue Cross and Blue Shield companies are committed to improving the health and wellness of the communities we call our own by providing a variety of resources to organizations, schools, families and individuals to help create a healthier living environment for all. Blue Cross and Blue Shield companies also create local initiatives that are helping individuals and families adopt and maintain healthy habits.

With our deep community roots, Blue Cross and Blue Shield companies are uniquely positioned to collaborate and provide support to dozens of non-profit organizations.

- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Lung Association
- American Red Cross
- Arthritis Foundation
- Big Brothers Big Sisters
- Boys and Girls Club
- Easter Seals
- JDRF

100% of Blue Cross and Blue Shield companies are addressing chronic conditions like diabetes, heart disease and asthma with locally-tailored education programs.

57% of Blue Cross and Blue Shield Healthy Living programming provides families access to healthy eating options while staying active.

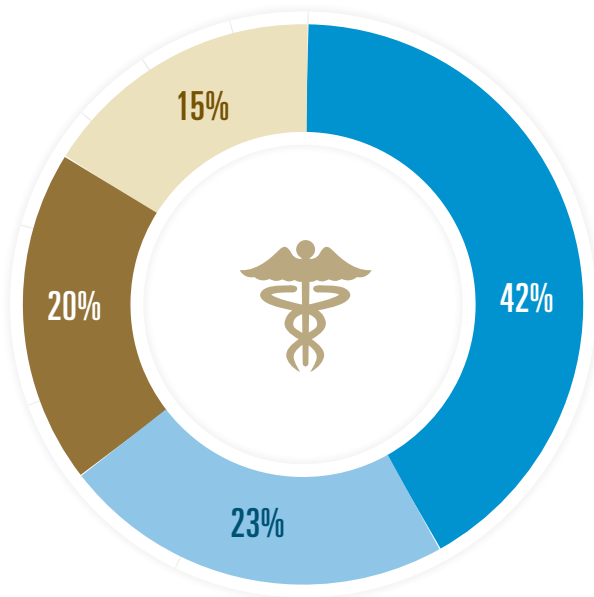
Supporting Communities: Impact Where We Live and Work

Blue Cross and Blue Shield members live in all U.S. ZIP codes, so our employee volunteer efforts are focused here – in local communities.

- **\$9 million** in employee donations
- **298,000 hours** of employee volunteer time spent in local communities
- **Activities include:** Playground builds, community gardening, feeding the homeless, school mentoring

Improving Healthcare Access

Ensuring Our Neighbors Get the Care They Need, When They Need It



- Mobile Clinics (Screenings/Immunizations)
- Safety Net Clinics
- Physician Retention/Recruitment/Financial Aid
- Enrollment Education

42% of Healthcare Access programs are bringing free health services to families in need.

20% of Healthcare Access programs ensure Americans have access to physicians and nurses wherever they live, work and play.

Our partnerships with local community health clinics focus on patient-centered primary care, address medically underserved areas, and reach patients of all cultural and economic backgrounds. Additionally, Blue Cross and Blue Shield companies are providing education and funding resources to build a strong front-line team of future doctors, nurses and other healthcare providers.

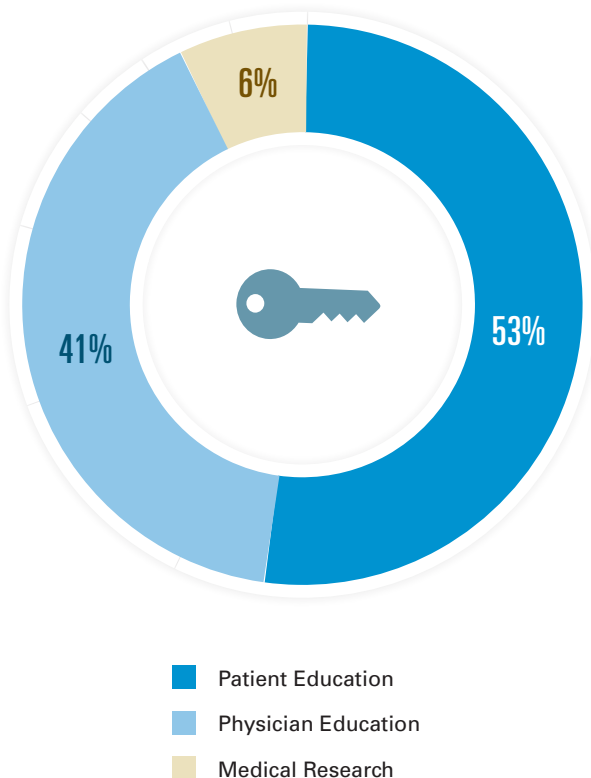
Uniquely Positioned to Understand Community Needs in a Way Only a Neighbor Can

Serving both urban and rural areas, the Blue System's national reach combined with deep local insight enables us to broaden healthcare access across the country. Millions of families and individuals are touched by our support of:

- **Partnerships** with safety-net hospitals and community clinics providing care when and where it's needed most
- **Financial assistance** for those seeking careers as America's next generation of healthcare providers
- **Health literacy** programs that help patients better navigate and utilize the healthcare system

Improving Healthcare Quality and Affordability

Transforming Healthcare, Community by Community, Nationwide



Blue Cross and Blue Shield companies are leading the transformation of healthcare nationwide. What started as a small initiative many years ago has grown to a portfolio of more than 570 locally-developed, patient-focused care programs across the country, providing coverage to more than 25 million members and improving the healthcare system for Americans nationwide*. Community by community, we are working together with members, doctors, and hospitals to improve healthcare quality and rein in costs, tying one in five dollars spent annually to programs that focus on prevention, wellness, improving access to care, disease management and coordinated care.

Additionally, Blue Cross and Blue Shield companies are designing and supporting community-based programs that facilitate the transformation of healthcare, including education programs that encourage positive patient/physician relationships, healthcare navigation tools for patients and medical research.

Blue Cross and Blue Shield patient-focused programs have resulted in:

- Reduced hospital infection rates
- Fewer hospital admissions and readmissions
- Fewer unnecessary emergency department visits
- Better outcomes in key quality measures: breast cancer screenings, improved cholesterol control and adherence to best practices for treating diabetes

**The following programs
highlight the continued
investments Blue Cross
and Blue Shield companies
make toward improving
healthcare quality and
affordability for everyone**

.....

Blue Cross Blue Shield AxisSM: National data capabilities that Blue Cross and Blue Shield companies and their partners analyze and use to drive better care delivery practices and population health, and power transparent decision-making for individuals, employers and healthcare practitioners.

Blue Distinction[®]: A national program that recognizes doctors and hospitals that are changing the way healthcare is provided to be more patient-centered, effective and affordable.

Blue Health Intelligence[®]: The nation's premier health intelligence and analytics resource, delivering data-driven insights about healthcare trends and best practices, resulting in more affordable access to effective care.





ENABLING HEALTHIER LIVING

Blue Cross and Blue Shield companies are committed to improving the health and wellness of the communities we call our own by providing a variety of resources to organizations, schools, families and individuals to help create a healthier living environment for all. Blue Cross and Blue Shield companies also create local initiatives that are helping individuals and families adopt and maintain healthy habits.

BLUE CROSS AND BLUE SHIELD OF ALABAMA

Blue Cross and Blue Shield of Alabama Kids Mercedes Marathon



NEARLY **12,000**
PARTICIPANTS

MORE THAN **50%** GROWTH IN ANNUAL
PARTICIPATION

Blue Cross and Blue Shield of Alabama (BCBSAL) is committed to preventing childhood obesity and encouraging healthy lifestyles at an early age. For the third consecutive year, BCBSAL was the presenting sponsor of the Kids' Mercedes Marathon and will do so again in 2015. More than 4,700 children in kindergarten through fifth grade ran or walked the distance of a full marathon (26.2 miles) over the course of the five-month program. To achieve this goal and qualify for race day participation, children trained by running or walking a total of 25.2 miles in $\frac{1}{4}$ mile, $\frac{1}{2}$ mile or 1-mile increments between September and January. Children run or walk in PE class and/or with a parent and keep a mileage log to track their progress. On race day, the children ran or walked the final mile on the official marathon course. All participants completing the final mile received a BCBSAL Kids Mercedes Marathon finisher's medal.

Since BCBSAL's initial sponsorship in 2012, the KMM has grown significantly:

- Nearly 12,000 total participants.
- More than 50 percent growth in annual participation.
- 78 participating schools throughout Birmingham and surrounding areas.
- More than 50 volunteers annually – all BCBSAL employees – helping at the starting line, cheering participants, and distributing medals at the finish line.



**BlueCross BlueShield
of Alabama**

An Independent Licensee of the Blue Cross and Blue Shield Association

BLUE CROSS BLUE SHIELD OF ARIZONA

Valley of the Sun United Way



MORE THAN 1,900 HUNGER RELIEF KITS ASSEMBLED MAKING SURE CHILDREN HAVE ENOUGH FOOD TO EAT ON A WEEKLY BASIS

Valley of the Sun United Way (VSUW) hosted more than 2,000 community volunteers to help set the World Record to End Hunger. Seventy-five of those volunteers, proudly representing **Blue Cross and Blue Shield of Arizona** (BCBSAZ), joined the race to break the world record for the “Most Hunger Relief Kits Assembled Simultaneously.”

The volunteers shattered the old record and made history by assembling 1,993 kits in just three minutes. Assembled kits were then distributed as part of VSUW’s WeekEnd Hunger Backpack program, which helps ensure that more than 500 children have enough to eat on a weekly basis. The event was held on October 25 at Arizona State University.

VSUW expressed its appreciation of BCBSAZ’s strong presence and extended their sincere gratitude for the volunteers’ hard work, passion for helping those in need and dedication to making the initiative a success. As a thank you, VSUW presented BCBSAZ with a framed world-record certificate.



BLUE & YOU FOUNDATION FOR A HEALTHIER ARKANSAS

GoNoodle: Brain Breaks in the Classroom



NEARLY **5,000** ARKANSAS
TEACHERS PARTICIPATED

27 MILLION STUDENT MINUTES OF
PHYSICAL ACTIVITY

How do you energize kids during long hours of sitting in classrooms? Give them a “brain break.”

That’s exactly what the GoNoodle program does in classrooms throughout Arkansas. GoNoodle is funded by the **Blue & You Foundation for a Healthier Arkansas** and Arkansas Children’s Hospital in Little Rock.

With a click of a mouse, teachers can connect to the internet and project interactive physical activity breaks onto screens at the front of their classrooms.

Teachers use GoNoodle between lessons as short, snappy educational transitions combined with much-needed classroom calisthenics. One example is Bodyspell, where a robot spells out a word and students move their bodies to create the shape of each letter in the word. The kids bend and flex into dozens of spelling words until they have exhausted the list – and themselves.

The program was developed by Health Teacher Inc. using research showing that short bursts of physical activity positively impact

achievement, cognitive skills and behavior as well as overall health. Activity breaks include math, spelling, science and geography, applying action-based learning principles to improve fluency and recall.

**Blue & You
Foundation**

For a Healthier Arkansas 
An Independent Licensee of the Blue Cross and Blue Shield Association

ANTHEM FOUNDATION

Boys & Girls Club of America Triple Play Program



NEARLY **10 MILLION** KIDS ENGAGED IN HEALTHY BEHAVIORS

The Anthem Foundation* has committed \$10 million to serve as a Great Futures signature partner with the Boys & Girls Clubs of America (BGCA) to support healthy lifestyles. Through the Foundation's five-year investment, the partnership will advance the BGCA's efforts to combat the growing rate of childhood obesity by engaging nearly 10 million kids in the holistic health and wellness program Triple Play.

**Joining the Boys & Girls Clubs of America in this campaign are the Anthem Foundation, Anthem Blue Cross Foundation, Anthem Blue Cross and Blue Shield Foundation, Blue Cross Blue Shield of Georgia Foundation, Empire Blue Cross and Blue Shield, and Empire BlueCross Foundation.*



Anthem Blue Cross Foundation



Anthem Blue Cross and Blue Shield Foundation



Blue Cross Blue Shield of Georgia Foundation



Empire BlueCross BlueShield Foundation



Empire BlueCross Foundation

An independent licensee of the Blue Cross Blue Shield Association.

HAWAI'I MEDICAL SERVICE ASSOCIATION (HMSA) FOUNDATION

Village Harvest



238 VOLUNTEER HOURS COMPLETED WITH **5,844** POUNDS OF FRUIT COLLECTED AND DELIVERED IN THE FIRST **22** WEEKS

The new Village Harvest program, with the support of the **HMSA Foundation**, helps low-income students on Kaua'i who don't have access to fresh, local produce or the resources to grow and harvest their own food.

Village Harvest, a partnership between Mālama Kaua'i and the University of Hawai'i College of Tropical Agriculture and Human Resources (CTAHR), grows fresh produce and donates it to schools, after-school programs, and the Hawaii Foodbank. The program also works with schools to find ways to create nutritious meals for students at school.

To help deliver fresh food to those who need it, Village Harvest trains and certifies volunteers; provides workshops on food harvesting, safety, and orchard care; and delivers produce to the Boys and Girls Club of Hawaii and Native Hawaiian Public Charter Schools each week. In the first 22 weeks, Village Harvest volunteers worked 238 hours to collect and deliver 5,844 pounds of fruit.

The program meets a community need while making good use of food that would otherwise go to waste. "It's a rewarding program to be involved in," says Megan Fox, a master gardener and Mālama Kaua'i's director of operations. "It's a shame to have any wasted food on our island. This is our way of helping to build a bridge between an unexploited resource and those who can put it to good use."

BLUE CROSS OF IDAHO FOUNDATION FOR HEALTH

High Five Children's Collaborative – Mt. Everest Challenge



47 IDAHO LEGISLATORS “CLIMBED” 420,000 FEET

High Five Children's Health Collaborative Powered by the **Blue Cross of Idaho Foundation for Health** hosted a Mt. Everest Legislative Challenge during the 2014 legislative session. Over a six-week period Idaho legislators were challenged to “climb” Mt. Everest. They received daily points (or, “feet”) for being physically active, eating fruits and vegetables, and drinking water.

Legislators logged their healthy activities on a custom website to gain feet in climbing up Mt. Everest.

There were winners in three categories:

- Fastest Climber: the person who reached Everest the fastest.
- Sherpa Endurance Climber: the person who recorded the most feet for healthy activity and healthy eating.
- Healthy Eater: the person who recorded the most fruits and vegetables and drank the most water.

Fastest Climber, Sherpa Endurance Climber and Healthy Eater recipients each received \$5,000 from the High Five Children's Health Collaborative powered by the Blue Cross of

Idaho Foundation to donate to an elementary school of their choice in their district to help purchase physical activity equipment and develop programs to promote healthy activities for kids.

Forty-seven Idaho legislators participated in the challenge totaling 420,000 feet in the quest to climb Mt. Everest — more than 14 times the height of the Mt. Everest Summit. Throughout the challenge legislators illustrated how important physical activity and healthy eating are for Idahoans of all ages.

WELLMARK BLUE CROSS AND BLUE SHIELD

Wellmark 3-Point Play



MORE THAN

\$400,000

RAISED FOR COMMUNITY PARKS AND RECREATION DEPARTMENTS
BY IOWA AND SOUTH DAKOTA UNIVERSITIES IN 5 YEARS

The Wellmark 3-Point Play was introduced in 2010 by **Wellmark Blue Cross and Blue Shield** (Wellmark BCBS) as a unique way to benefit the communities where its customers live, as well as reinforce Wellmark BCBS's message to eat right, move more and feel better.

Throughout football and basketball seasons at the six Division 1 universities in Iowa and South Dakota, Wellmark BCBS makes a donation to the parks and recreation departments in those communities for each field goal and three-point basket made by

the football teams and the men's and women's basketball teams. Wellmark3PointPlay.com features a running scoreboard, as well as tips on how to stay healthy.

During the program's five-year run, a variety of incentives and promotions have generated enthusiasm and raised awareness of the Wellmark BCBS 3-Point Play. For example, Wellmark BCBS hosts an interactive display at each university during the football season. Thousands of enthusiastic fans of all ages have kicked field goals and shot three-point baskets.

The Wellmark 3-Point Play helps support projects that might not otherwise be funded by limited city budgets. "The beauty of this integrated campaign is it incorporates the benefits of sports marketing at these six venues with corporate contributions and community relations," says Mike Gerrish, vice president of marketing, Wellmark BCBS. "At the end of each season, the games may be over, but the health and wellness benefits of our sponsorships live on in the communities."



BLUE CROSS AND BLUE SHIELD OF KANSAS FOUNDATION

Kansas Humanities Council Hometown Teams



HOMETOWN TEAMS ENGAGES KANSAS WITH FUN AND FULFILLING WAYS TO GET MOVING

The **Blue Cross and Blue Shield of Kansas Foundation** has partnered with the Kansas Humanities Council to bring the "Hometown Teams: How Sports Shape America" statewide initiative to 22 Kansas communities. Anchored by a Smithsonian Institution traveling exhibit of the same name, "Hometown Teams" promotes healthy behaviors through exhibitions and public programs about sports and fitness activities.

The exhibit will visit six locations, with an additional 16 partner sites participating in programs and activities. "Hometown Teams" encourages Kansans to get moving through eight "Minute for Movement" activity stations in the Smithsonian exhibit as well as fitness activities and walking initiatives in all 22 communities. By bringing "Hometown Teams" to Kansas, the Kansas Humanities Council is providing residents with a wonderful opportunity to experience a quality Smithsonian exhibit, consider how they might improve their own health, and work to improve the health in their own communities.

BLUE CROSS AND BLUE SHIELD OF MINNESOTA FOUNDATION

Health Impact Assessments — A Pathway to Health Equity



\$1.5 MILLION IN FUNDING SINCE 2011

Health impact assessments (HIAs) help build robust collaborations between the health industry and other sectors by providing timely, accurate and relevant information intended for use in real-time decision making. Many health problems facing Americans have roots in decisions made, for example, in transportation, housing, land-use, education, criminal justice and energy policy. As a result, the sectors now are recognized as essential partners in the effort to improve Americans' health and build health equity.

Since 2011, the **Blue Cross and Blue Shield of Minnesota Foundation** has provided nearly \$1.5 million in funding to support nine HIAs in Minnesota.* They support BCBSMN Foundation's upstream focus on social determinants of health in place-based settings as a strategy to help people reach their full health potential.

In addition to funding HIAs, the BCBSMN Foundation helped sponsor a national meeting in Washington, D.C., and works collaboratively with the Minnesota Department of Health through its statewide HIA coalition to convene and support practitioners across the state. This collaboration has helped the BCBSMN Foundation champion a more equitable path to creating healthier communities by broadening the players who understand and commit to considering health as a part of decision making. HIAs enable stakeholders and residents in low-income communities to have a voice in determining the long-term impact on their community's health.

**Funding supports the Health Impact Project, a collaboration of The Robert Wood Johnson Foundation and The Pew Charitable Trusts.*



BLUE CROSS & BLUE SHIELD OF MISSISSIPPI FOUNDATION

RebelWell in Partnership



“WITH SO MANY FARMERS, GARDENING EXPERTS AND SOME OF THE BEST COOKS IN THE COUNTRY, WE HAVE AN OPPORTUNITY TO SET POSITIVE NUTRITION EXAMPLES. THE FOUNDATION IS MAKING IT POSSIBLE TO TEACH OUR COMMUNITY HOW TO UTILIZE THESE WONDERFUL LOCAL RESOURCES.”

– Dr. Kathy B. Knight, associate professor of nutrition and hospitality management, The University of Mississippi

The Blue Cross & Blue Shield of Mississippi Foundation is working to build a healthy Mississippi by providing funding for health and wellness programs supporting schools, communities, colleges and universities. The Foundation’s partnership with Delta State University in developing the Healthy Campus/Community Initiative is paving the way for healthy campus cultures all across the state.

The University of Mississippi’s RebelWell initiative, funded through a grant from the Foundation, is built around this model and designed to

help position the university as a leader in programs that will improve health, nutrition, exercise and individual wellness. University officials are seeking to make its current programs more cohesive and accessible, and RebelWell will raise the visibility of many existing programs and expand to offer a full range of campus and community-based programs.

Plans include adding a staff nutritionist, hosting annual fitness challenge competitions and providing additional exercise opportunities for various locations across campus. Health screenings and other events will also be offered to the larger Oxford community.

An expansion of campus-centered walking trails allows tricycles to be piloted in lieu of driving cars or golf carts to move around campus for classes, meetings, events and errands. In addition to the campus fitness center, alternative exercise equipment are available, including stretching machines, resistance band centers and stair steppers. These resources are distributed throughout campus for use during breaks and between classes.



Blue Cross & Blue Shield of Mississippi Foundation

BLUE CROSS AND BLUE SHIELD OF KANSAS CITY

Kansas City Kansas Soccer Association



DURING THE
2014 SPRING
SEASON

120

YOUTH DEVELOPED NEW SOCCER SKILLS
AND BUILT TEAM CAMARADERIE

In 2014, **Blue Cross and Blue Shield of Kansas City** (BCBSKC) partnered with Sporting Kansas City and one of its Sporting Club Network Affiliates, the Kansas City Kansas Soccer Association (KCKSA) to help 120 youth develop soccer skills and build team camaraderie. KCKSA, a not-for profit recreational youth soccer league in Wyandotte County, and BCBSKC provided

scholarships for youth ages 8-13 to cover team registration costs, t-shirts, soccer balls and a soccer skills clinic featuring Sporting KC players. The clinic, held during the spring 2014 season, also focused on healthy behaviors related to wellness and nutrition. Following the clinic, Sporting KC players took pictures with the kids and signed autographs. This program comes at a critical time

to address health issues in the surrounding area. Wyandotte County, where KCKSA is based, ranked last overall in Kansas in demonstrating healthy behaviors, clinical care, social and economic factors and physical environment. This partnership is just one of many BCBSKC initiatives focused on improving the health of the greater Kansas City area.

BLUE CROSS AND BLUE SHIELD OF NEBRASKA

Project Fit America



“PFA’S PROGRAM IS FANTASTIC, BECAUSE ITS IMPACT GOES BEYOND THE CLASSROOM TO REACH THE ENTIRE COMMUNITY,”

– Joy Hall, Vice President of Marketing at BCBSNE

Blue Cross and Blue Shield of Nebraska (BCBSNE) partnered with Project Fit America (PFA) in 2014 to invest in the health and wellness of students at two Nebraska schools — Bayard Elementary in Bayard, Nebraska and Central Park Elementary in Omaha.

PFA is a national agency that works with schools and educators to create opportunities for kids to be active and healthy. PFA combines state-of-the-art indoor and outdoor fitness equipment and a core curriculum that focuses on cardiovascular health and lifetime fitness education to teach students that fitness can be a fun and easy part of their day.

The program features well-rounded integration — PFA constructs the equipment, trains teachers on the curriculum, and provides flexibility for educators to adapt and expand the lessons to meet their classroom’s needs.

PFA’s goal is to reverse the lack of fitness in youth and give teachers the tools to help kids take responsibility for their health and lifestyle choices. Their program lets every kid — not just gifted athletes or the already active — have fun and become successful.

HORIZON FOUNDATION FOR NEW JERSEY

Breathe Easier with Asthma Management (BEAM)



BEAM PILOT SERVING **2,500** CHILDREN AT **12** BOYS & GIRLS CLUB SITES

Statistics show that nearly 300,000 children in New Jersey have been diagnosed with asthma at some point in their lives. In response, the **Horizon Foundation for New Jersey** has made asthma a priority among its disease management and prevention initiatives. The Foundation made a grant to the Boys & Girls Clubs in New Jersey to implement the asthma program, Breathe Easier with Asthma Management (BEAM).

BEAM was created by the Foundation to raise awareness about asthma and

to educate children and their parents or caregivers about the condition and how best to manage it. This pilot initiative is serving 2,500 youth ages 5 to 18 at twelve Boys & Girls Club sites in nine New Jersey counties where childhood asthma is prevalent.

As part of the program, Boys & Girls Club staff, trained by the American Lung Association to deliver its curricula, educates both asthmatic and non-asthmatic youth.

The program also includes asthma screenings and referral information

for parents and caregivers. The result is youth identified as having or being at risk for asthma will see a doctor for additional screening or treatment. Additionally, the program increases awareness about asthma and its management among program participants and the general public through signage, events and media activities. An independent evaluation is being conducted to measure the program's impact.

BLUECROSS BLUESHIELD OF WESTERN NEW YORK

The Ice at Canalside



MORE THAN
61,000 SKATERS IN
2014-15 SEASON

MORE THAN
5,000 WESTERN NEW YORKERS
AT OPENING CELEBRATION

Buffalo, New York has a reputation for lots of snow and long winters. Although this is not completely true, Buffalo is impacted with more snow than many cities due to its location next to two Great Lakes.

In 2014, **BlueCross BlueShield of Western New York (BCBSWNY)** entered into a partnership that would allow the community to embrace the winter in a big way. They developed a community relations program to

encourage Blue Cross Blue Shield members and the entire community to get out and be active during the winter months. Ice skating is one activity for all ages that helps people embrace the cold weather and have some fun.

As a result of this partnership, BCBSWNY funded the completion of New York State's largest outdoor ice rink, located on the original site of the Erie Canal in downtown

Buffalo. As the primary sponsor of winter at Canalside, BCBSWNY offered its members a healthy discount of \$1 off admission and skate rentals.

More than 61,000 skaters visited The Ice at Canalside during its inaugural 2014-15 season. Twenty-one percent of the visitors were BCBSWNY members.



BLUE CROSS AND BLUE SHIELD OF NORTH CAROLINA FOUNDATION

Kids in Parks: TRACK Trails



APPROXIMATELY
80,000 MILES HIKED BY KIDS
ON TRACK TRAILS.

39,500 HOURS SPENT BY KIDS
ON TRACK TRAILS.

The **Blue Cross and Blue Shield of North Carolina** (BCBSNC) **Foundation** is a founding supporter of Kids in Parks, taking it from a single TRACK trail on the Blue Ridge Parkway in 2009 to its current network of 70 trails in 39 counties across North Carolina. The Kids in Parks program grew out of a vision to address childhood obesity and to reconnect a generation to the natural world by getting kids

“unplugged” and physically active in parks for their health and the health of our parks. Local trails feature self-guided adventures for either hiking, disc golfing, canoeing or biking that inspire kids and families to be more physically active outdoors. Believing the program could become a national model, the BCBSNC Foundation invested in its initial funding, evaluation and expansion. There are now more than

100 TRACK Trails in seven states plus the District of Columbia. As one of the only health-related nature programs in the country with data demonstrating results, the program has been endorsed by the American Academy of Pediatrics, recognized by the White House with a “Let’s Move! Champion of Change” award, and reviewed favorably as a practice-tested intervention by the Center for Training and Research Translation.



BlueCross BlueShield
of North Carolina | **Foundation**

BLUE CROSS BLUE SHIELD OF NORTH DAKOTA

Shoes for Kids



1,500 NEW SHOES DONATED TO FARGO AREA SCHOOLS

Blue Cross Blue Shield of North Dakota (BCBSND) partnered with the Fargo Marathon to help provide shoes to deserving children and matched donations to a portion of participant registration fees for the 2014 Fargo Marathon. The Shoes for Kids program donated 1,500 new shoes to Fargo area elementary schools during the fall of 2014. The shoes are distributed by the schools to the children, many of whom are in financial need and lack appropriate shoes for play.

BCBSND advocates, promotes and supports the efforts of North Dakotans of all ages to live healthy lives. BCBSND's partnership in the Shoes for Kids program of the Fargo Marathon is part of the company's commitment to encouraging children to be more physically active and to help break down barriers to fitness.



Blue Cross Blue Shield of North Dakota (BCBSND) is an independent licensee of the Blue Cross & Blue Shield Association

REGENCE BLUECROSS BLUESHIELD

Kids Café



34,953 SNACKS AND MEALS PROVIDED **46,327** POUNDS OF FOOD PACKED
417 HOURS REGENCE EMPLOYEES VOLUNTEERED

Out-of-school time can be a hungry time for children, and scarce access to healthy foods can lead to lifelong health challenges. To bridge the gap between hunger and health, **Regence** teamed up with Food Lifeline to launch the Kids Café, which brings healthy food to Western Washington's after-school and summer programs where kids already live, learn and play.

Kids Cafés are located in communities where more than half the students qualify for free and reduced school

lunches, and meals and snacks are specifically selected — and kid-tested — to appeal to their picky palates. Each Kids Café also provides enrichment activities like recreation and nutritional education to inspire life-long health.

Among Food Lifeline clients, 84 percent of households with children are most likely to purchase inexpensive, unhealthy food. To increase access to healthy options, Regence also supports the Mobile Food Pantry, which delivers a

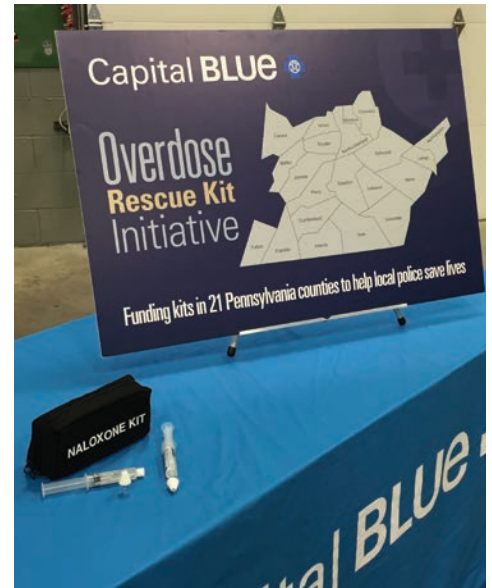
wide variety of nutritious, mostly perishable food directly to people in underserved areas who face barriers to accessing fresh produce.

Regence also supports the Nourishing Healthy Kids Produce Initiative, a two-year effort to improve children's health by offering more fresh fruits and vegetables. The program distributes 1.3 million pounds of fresh produce to families.



CAPITAL BLUECROSS

Proactive Approach to Decrease Drug Abuse



"IF PROVIDING THE FUNDING TO EQUIP MUNICIPAL POLICE WITH OVERDOSE RESCUE KITS SAVES JUST ONE PERSON, AND GIVES THAT INDIVIDUAL A CHANCE TO RECOVER FROM A DRUG PROBLEM AND LIVE A FULL AND HEALTHY LIFE, WE WILL CONSIDER THIS INITIATIVE A SUCCESS."

— Gary D. St. Hilaire, Capital BlueCross President And CEO

Recognizing that drug abuse is a rapidly rising health concern in Pennsylvania, **Capital BlueCross** has been working with community partners to raise awareness, increase education and most importantly, save lives.

In late 2014, the company announced it is providing funding to enable every municipal police department and college security office in its 21-county service area to purchase and carry naloxone, a prescription drug that can help save the life of a person who has overdosed on prescription painkillers or heroin. Naloxone

spray blocks opioid receptors and temporarily restores breathing to create a window of opportunity for additional medical care to be administered.

The Pennsylvania District Attorneys Association is administering the initiative, coordinating with district attorneys' offices throughout central Pennsylvania and the Lehigh Valley to distribute the naloxone overdose rescue kits.

Capital BlueCross also partners with the Weller Health Education Center in Allentown to provide funding

for programs that raise awareness in schools about the risks of prescription drug and heroin abuse. This program reaches approximately 7,000 students in six school districts.

To help people struggling with addiction, Capital BlueCross collaborated with WITF Smart Talk, a daily live interactive radio program featuring conversations with newsmakers and experts, to sponsor a show titled How to Treat Addiction Successfully. About 43,000 people throughout central Pennsylvania listen to Smart Talk each week.

INDEPENDENCE BLUE CROSS FOUNDATION

Healthy Futures: A Recipe for Child Wellness



HEALTHY FUTURES INITIATIVE ESTABLISHED IN **25** SCHOOLS,
ENGAGING MORE THAN **1,000** STUDENTS AND THEIR FAMILIES

Independence Blue Cross Foundation partnered with the Children's Hospital of Philadelphia to host Healthy Futures: A Recipe for Childhood Wellness. This national conference held October 20th was attended by more than 425 individuals representing health systems, academic institutions and corporate and community partners. The event challenged participants to generate collaborative strategies to improve child wellness and reduce childhood obesity.

In exploring child wellness from national, regional and local

perspectives, the conference featured presentations from leading experts including organizations such as Partnership for a Healthier America, Alliance for a Healthier Generation, Robert Wood Johnson Foundation and Rudd Center for Food Policy & Obesity at Yale University. The day concluded with a celebrity chef cook-off between renowned chefs Marc Vetri and Jose Garces, judged by fifth grade students.

The conference showcased preliminary findings from the Independence Blue Cross Foundation Healthy Futures

initiative, a three-year, \$3 million comprehensive approach to improving child wellness and reducing childhood obesity in southeastern Pennsylvania. Healthy Futures focuses on three components of healthy living — “Eat Right,” “Get Fit” and “Stay Well” — each brought to life in area schools through partnerships with experts in nutrition, fitness, and preventive health. The initiative offers programming in 25 schools, directly impacting over 1,000 students and families.

INDEPENDENCE BLUE CROSS
FOUNDATION

Independence 

BLUE CROSS OF NORTHEASTERN PENNSYLVANIA

Healthy Workplace Awards Program



MORE THAN **100** EMPLOYERS RECOGNIZED AS HEALTHY WORKPLACES SINCE 2006

The Healthy Workplace Awards Program is a collaboration between **Blue Cross of Northeastern Pennsylvania** (BCNEPA) and Chambers of Commerce across northeastern and north central Pennsylvania.

BCNEPA's health management and community relations teams jointly designed the program, which debuted in 2006, to publicly recognize employers that have implemented successful workplace wellness initiatives, and to encourage other employers to follow their example.

Seven regional Chambers serving eight counties across BCNEPA's service area participated in the 2014 awards program. Employers of all sizes may be nominated, and previous winners may apply to be recognized for their ongoing efforts with the Continuing Excellence Award.

Throughout the nominating period, BCNEPA supports each Chamber in holding events and providing member education about workplace wellness, including what constitutes an effective program and simple ways to get one started.

When nominations close, applications are judged on program strength and creativity. BCNEPA leaders join Chamber executives in presenting the awards at high-profile events in each participating region. In 2014, 11 organizations joined the ranks of the more than 100 employers that have been recognized since the program began for their commitment to workplace health and wellness.

TRIPLE-S SALUD

Hablemos de Salud (Let's Talk About Health)



WEEKLY, ONE-HOUR **PUBLIC BROADCAST TV** PROGRAM FOCUSING ON HEALTH ISSUES.

Triple-S Salud is deeply committed to improving lives in the communities it serves. Its primary focus is conducting community outreach and member education programs to manage and prevent chronic conditions such as diabetes, hypertension, asthma and obesity.

Hablemos de Salud, a public broadcast TV program sponsored by

Triple-S, is a key communications tool for discussing health issues. This weekly program features renowned Puerto Rican reporter, Carmen Jovet, who interviews well-known members of the medical community and Triple-S leadership to discuss and offer advice on physical and mental healthcare, particularly for individuals suffering from chronic conditions.

Topics on Hablemos de Salud leverage Triple-S' prevention initiatives by promoting vaccination for children and adults and raising awareness among diabetic patients on the importance of monitoring glycated hemoglobin, for example. The result is increased preventive screenings and community engagement in health issues.

BLUE CROSS & BLUE SHIELD OF RHODE ISLAND

75th Anniversary BlueAngel Community Health Grants



MORE THAN **6,800** RHODE ISLANDERS WERE DIRECTLY IMPACTED BY BACHG PROGRAMS IN 2014

Blue Cross & Blue Shield of Rhode Island (BCBSRI)'s vision is enhancing Rhode Islanders' quality of life by increasing the quality of and access to healthcare services. Since 2002, the BlueAngel Community Health Grant (BACHG) program, BCBSRI's cornerstone philanthropic initiative, has donated more than \$2.6 million to support nonprofits helping more than 240,000 un- and under-insured Rhode Islanders live healthier lives. More than 6,800 state residents were directly impacted by BACHG programs in 2014.

Celebrating its 75th anniversary in 2014, BCBSRI focused on the next 75 years in the Ocean State and awarded three BACHG grants to agency collaborations dedicated to combatting the obesity epidemic affecting Rhode Island's future generations. The costs of childhood obesity are real: if the average body mass index in Rhode Island was reduced by 5 percent, it could save more than \$850 million in healthcare costs in 10 years and \$2 billion in 20 years.

The BACHG program is one of the many ways BCBSRI is working with healthcare stakeholders and nonprofits to create healthier environments for Rhode Island's children in an effort to reduce the impact of obesity. In 2015, BCBSRI will continue to fund BACHG recipients in the fight against this epidemic.

BLUE CROSS AND BLUE SHIELD OF VERMONT

Home Run for Health



MAKING NUTRITION, PHYSICAL ACTIVITY AND OVERALL HEALTH ENJOYABLE FOR THE **FUTURE MINDS OF AMERICA**

Blue Cross and Blue Shield of Vermont (BCBSVT) considers children's health and nutrition to be of the utmost importance and believes it is imperative to instill proper healthy routines in a child's life at an early age. In order to help get children involved in the monitoring of their own health, BCBSVT created Home Run for Health. Originally created for implementation at Vermont Lake Monsters minor league baseball

games, Home Run for Health has since expanded to other events throughout the state of Vermont.

At each Home Run for Health event, children visit the three "bases," which double as interactive, interchangeable health units. For example, first base might offer a unit on dental health, encouraging kids to take care of their teeth. Second base might offer nutritional education, giving kids the opportunity to build their own healthy

meal or check out the amounts of sugar in the sodas and juices they drink daily. Third base might offer a physical activity like hula hooping, jump roping or running. The kids then return to home base to receive a health-centric prize. BCBSVT's goal with Home Run for Health is to make nutrition, physical activity and overall health enjoyable for the future minds of America.





IMPROVING HEALTHCARE ACCESS

Our partnerships with local community health clinics focus on patient-centered primary care, address medically underserved areas, and reach patients of all cultural and economic backgrounds. Additionally, Blue Cross and Blue Shield companies are providing education and funding resources to build a strong front-line team of future doctors, nurses and other healthcare providers.

BLUE SHIELD OF CALIFORNIA FOUNDATION

Petaluma Health Center



“WE’RE ENCOURAGING THE PATIENT TO BE IN CHARGE ON THEIR OWN AND IN THEIR HOME, BUT WITH US THERE ON THE SAME PAGE WITH THEM.”

– Mia Smit, RN and project manager at Petaluma Health Center

In partnership with the Center for Care Innovations, **Blue Shield of California Foundation** is supporting breakthrough solutions in California’s healthcare safety net. This includes funding for technologies that improve access to care for low-income patients. One successful example can be seen in Western Sonoma County, where Petaluma Health Center (PHC) is lending smartphones to low-income patients for remote house calls.

In response to growing readmission rates, PHC began testing the phones among high-risk patients to reduce confusion about post-visit self-care. For simplicity and security, the phones are limited to just one application, and can only be used to connect patients to their care team. Prior to discharge, PHC staff lend the smartphones to patients and contact them within 48 hours to schedule a virtual house call. Calls are carried out the same way as normal in-office visits with full care team present.

Through audio and video, the team is able to help the patient understand treatment plans, medications, diet, and other self-management instructions.

For low-income patients — many of whom are not well integrated into the healthcare system for economic, geographic or cultural reasons — this type of innovation is helping to level the playing field and allowing them to lead healthier lives.

FLORIDA BLUE FOUNDATION


Florida Health Literacy Initiative



SERVED NEARLY
2,400 INDIVIDUALS
IN 2014

75% PERCENT OF STUDENTS TESTED
IMPROVED THEIR HEALTH LITERACY

According to the National Assessment of Adult Literacy, approximately one-in-five adult Floridians has below basic literacy skills. Daily activities, such as reading a newspaper, present tremendous challenges for many Floridians. This population is also challenged with having low health literacy and often experience significant challenges in understanding basic health information and services.

Six years ago, the **Florida Blue  Foundation** partnered with the Florida Literacy Coalition (FLC) to establish the Florida Health Literacy Initiative. This grant program

provides statewide emphasis on health literacy and seeks to address the health literacy disparities present in many adult English for Speakers of Other Languages (ESOL) learners. The cornerstone of this statewide initiative is a mini-grant program that is administered by the FLC, which provides training, resources and funding to assist Florida ESOL and family literacy programs integrate health education into their instruction. The objective is to teach students English language and literacy skills necessary to enable adult learners and their families to access and navigate the healthcare system,

including available services and other health resources.

Since 2009, this initiative has had six grant cycles, serving more than 13,000 individuals in the state of Florida, surpassing the initial goal of serving 2,200 adults and families over a three-year period. Last year, the program served nearly 2,400 individuals in seventeen Florida communities. Annual literacy assessment data indicated that 75 percent of students tested improved their health literacy with a 19 percent average increase in performance.

CAREFIRST BLUECROSS BLUESHIELD

Maternal & Child Health Initiative



CAREFIRST BCBS HAS COMMITTED MORE THAN **\$15 MILLION** TO SUPPORT PROGRAMS TO IMPROVE BIRTH OUTCOMES AND LOWER INFANT MORTALITY RATES

The U.S. infant mortality rate exceeds that of most other developed countries even though rates have declined nationally in recent years. Generally, maternal and child health outcomes in **CareFirst BlueCross BlueShield's** (CareFirst BCBS) service area of Maryland, Washington, D.C. and Northern Virginia exceed the national average infant mortality rate of 6.14 deaths per 1,000 live births according to the U.S. Centers for Disease Control and Prevention, and significant disparities along racial and socio-economic lines persist.

CareFirst BCBS, through its Maternal and Child Health focus area, is

committing an additional \$3.8 million over the next three years to programs focused on improving birth outcomes and reducing infant mortality, including:

- Safe sleep habits
- Smoking and substance use cessation
- Prenatal care
- Spacing between pregnancies
- Breastfeeding
- Treatment of maternal mental health
- Maternal obesity prevention

CareFirst BCBS's commitment includes a renewal grant to B'More

for Healthy Babies, a Baltimore program that works city-wide with more than 100 organizations to reduce the city's infant mortality rate. Since its launch, CareFirst BCBS's has invested \$6.5 million in the program which focuses on efforts to lower infant death due to preterm birth, low birth weight and Sudden Infant Death Syndrome (SIDS). The infant mortality rate in Baltimore has decreased by 28 percent since the launch of the initiative, from 13.5 deaths per 1,000 live births in 2009 to 9.7 in 2012. Further, the disparity between white and black infant deaths decreased by almost 40 percent during same time period.

BLUE CROSS AND BLUE SHIELD OF MASSACHUSETTS FOUNDATION

Massachusetts Medicaid Policy Institute



MMPI COLLABORATES WITH A WIDE SPECTRUM OF POLICY MAKERS, LEGISLATORS, RESEARCHERS, PROVIDERS, ADVOCACY GROUPS, BUSINESS, CONSUMER ORGANIZATIONS AND OTHER STAKEHOLDERS

The Massachusetts Medicaid Policy Institute (MMPI) — a program of the **Blue Cross Blue Shield of Massachusetts Foundation** since 2003 — is an independent and nonpartisan source of information and analysis about the Massachusetts Medicaid program, “MassHealth.” MMPI’s mission is to promote the development of effective Medicaid policy solutions through research and policy analysis. MMPI promotes broad understanding of MassHealth and its interrelation with other healthcare programs for low income people, and seeks to create a rigorous and thoughtful

public discussion of the program’s successes and the challenges ahead.

With a new governor-elect and new members of the state legislature, MMPI released a report in December 2014 on key priorities for MassHealth over the next four years. The report, based on over 40 interviews with stakeholders and policy experts, provides a critical discussion around the key issues, opportunities and policy options for MassHealth, a nearly \$14 billion program — approximately 35 percent of the total state budget — that covers 1.7 million individuals and provides funding to healthcare providers that employ

thousands of people. MassHealth is jointly funded by the state and federal governments and is expected to bring in \$7.7 billion in federal revenue this fiscal year. The event featured a panel of key stakeholders who are invested in MassHealth and the people it serves. In March 2015, MA Governor Charlie Baker appointed a Medicaid director and elevated the role to assistant secretary in response to the recommendations in the report. The new assistant secretary has identified six priority areas for MassHealth, three of which were also priorities identified in MMPI’s report.



FOUNDATION
MASSACHUSETTS

BLUE CROSS BLUE SHIELD OF MICHIGAN BLUE CROSS BLUE SHIELD OF MICHIGAN FOUNDATION

Enhancing Primary Care in Michigan's Safety Net Organizations



5 HEALTH CENTERS RECEIVED GRANTS IN 2014

The **Blue Cross Blue Shield of Michigan Foundation and Blue Cross Blue Shield of Michigan** (BCBSM) collaborated in 2014 on the important challenge of helping safety net providers develop or adapt new innovations to increase access to primary care. The grant program, Enhancing Primary Care in Michigan's Safety Net Organizations, helps Michigan-based safety net organizations improve their capacity to treat patients in need of primary care. An important part of

this initiative is the achievements accomplished by the various projects and sharing the results in order to expand the capacity of all safety net clinics to provide primary care.

By combining funds, the BCBSM Foundation and BCBSM were able to award a total of five grants to health centers that met several criteria. Recipients submitted winning proposals for how the innovation grants would help their programs and the families they serve. The

proposals were reviewed and monitored by an independent evaluator secured by the BCBSM Foundation.

Examples of projects funded by the program include an oral and dental health initiative for expectant mothers and children in Western Michigan and a telepsychiatry and phone consultation care model to improve mental healthcare and access for individuals across Northern Michigan.



A nonprofit corporation and independent licensee
of the Blue Cross and Blue Shield Association



Blue Cross Blue Shield of Michigan Foundation
is a nonprofit corporation and independent licensee
of the Blue Cross and Blue Shield Association.

HIGHMARK BLUE CROSS BLUE SHIELD

Braddock Urgent Care Center



“THE CASE FOR BEING HERE, IN BRADDOCK, IS THAT IT IS THE RIGHT THING TO DO”

– David Holmberg, President and CEO, Highmark Health and Chairman of the Board, Highmark Inc.

Highmark Inc. along with its licensed Blue Cross Blue Shield affiliates is committed to supporting the health and wellness of the communities it serves across Pennsylvania, West Virginia and Delaware.

One of those communities is Braddock, Pa., a former steel town that sits less than 10 miles east of Pittsburgh. In the ‘50s and ‘60s, Braddock was home to a booming steel industry and a population of nearly 20,000 people. Today, the borough is home to only about 2,100 people. After the local hospital closed and was subsequently demolished in 2010, residents no longer had convenient access to healthcare services.

That changed with the creation of the Braddock Urgent Care Center. Highmark Inc. provided a grant to Allegheny Health Network to support this community initiative and fund state-of-the-art medical equipment for the center, ensuring doctors there can provide the highest caliber of care to a community that desperately needs it. The Highmark Foundation also made a contribution to Allegheny Health Network for the project.

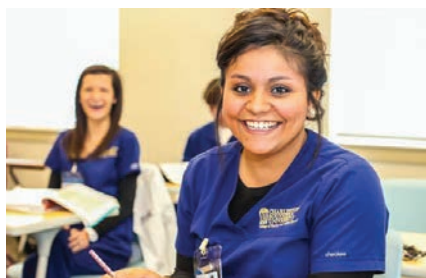
“By providing a grant from Highmark Inc. to Allegheny Health Network for the urgent care center, we are collaborating to transform the way healthcare is delivered in our communities,” said Dan Onorato, executive vice president, Highmark Health.

With these contributions from Highmark Inc., the Highmark Foundation and Allegheny Health Network, residents of Braddock now have a place they can go for high-quality healthcare, close to home.



BLUECROSS BLUESHIELD OF SOUTH CAROLINA FOUNDATION

Community-Based Nursing Scholarship Initiative



36 COMMUNITY-BASED NURSES TO BE TRAINED

The **BlueCross BlueShield of South Carolina Foundation** and Charleston Southern University established a scholarship program for nursing students who pledge to provide community-centered care in the state. The goal is to address the shortage of community and home-based nurses within South Carolina. According to the American Association of Colleges of Nursing:

- 78 medically underserved areas/populations are located in South Carolina
- 74.4 percent of South Carolina residents face primary care provider shortages

Exposing nursing students to community based or home-based nursing programs models early in their clinical education introduces them to innovative approaches to health interventions for families, vulnerable populations, infants, and young children.

A student that receives two years of scholarship assistance has a two-year commitment to work in a community based setting; a student receiving one year of scholarship assistance will have a one-year commitment.

Community-based nurses help people evaluate their options for health services which can be confusing and complex. Community-based nurses will increasingly be involved in case management while serving as patient advocates, counselors, educators and direct care providers.

A minimum of 36 prepared bachelor of science in nursing (BSN) nurses will be trained over the three-year grant. In addition to providing direct care, these nurses will become trusted sources of health information within their communities. They are a vital link between underserved state residents and the health services needed and a resource to improve disease prevention.



The BlueCross BlueShield of South Carolina Foundation is an independent licensee of the Blue Cross and Blue Shield Association.

BLUECROSS BLUESHIELD OF TENNESSEE HEALTH FOUNDATION

Welcome Home of Chattanooga



SEVENTY-FIVE EMPLOYEES DONATED THEIR OWN TIME AND MONEY TO THE RESIDENCE, FURNISHING AND DECORATING ALL FOUR OF ITS BEDROOMS

They wander the streets all day, ignored, yelled at or pitied. Some are mentally ill, some are addicts, some fell on hard times and never were able to recover. When they are elderly or sick, the streets are not kind.

As a social worker, Sherry Campbell saw the raw need of Chattanooga's homeless population for food and shelter. After working at a hospice, she realized there was another rip in the social safety net. What happens to the homeless who are dying? Sherry, co-founder Rachel Smith

and a slew of volunteers opened Welcome Home of Chattanooga, a shelter dedicated to providing death with dignity for those with nowhere else to go.

When **BlueCross BlueShield of Tennessee** employees heard about the **BlueCross BlueShield of Tennessee Health Foundation's** grant to make Welcome Home of Chattanooga possible, they took the cause personally. Seventy-five employees donated their own time and money to the residence,

furnishing and decorating all four of its bedrooms.

Sherry says "At the end of your life, you should not be all alone. People should have a peaceful, good death, with the opportunity for forgiveness, gratitude, reconnecting with family members and being able to say 'I love you.' They should know that they are loved, and that they are important. This will happen every day at Welcome Home of Chattanooga."

THE CARING FOUNDATION OF WYOMING, INC.

Blue Cross Blue Shield of Wyoming Health Professions Scholarship Program



\$150,000 IN SCHOLARSHIPS SINCE 1993

Established in 1993, the **Blue Cross Blue Shield of Wyoming** Health Professions Scholarship program has provided aid to students attending Wyoming's seven community colleges and the University of Wyoming. Each semester two students pursuing health related careers are chosen by their schools to receive awards. Since the program's inception, the Blue Cross Blue Shield of Wyoming Caring Foundation has donated more than \$150,000 in scholarships. All full-time students in health related programs and demonstrating academic success are eligible to apply.





IMPROVING HEALTHCARE QUALITY AND AFFORDABILITY

Blue Cross and Blue Shield companies are leaders in healthcare innovations, ensuring all Americans receive the high-quality healthcare they deserve. In addition to the 570 locally developed, patient-focused programs, we are designing and supporting community-based programs that facilitate the transformation of healthcare, including education programs that encourage positive patient/physician relationships, healthcare navigation tools for patients and medical research.

HEALTH CARE SERVICE CORPORATION

Enhancing Care for Children with Asthma



IMPROVED ASTHMA MANAGEMENT FOR AN ESTIMATED
480,000 CHILDREN WITH ASTHMA AND THEIR PARENTS

19,000 PARENTS, EDUCATORS
& HEALTHCARE WORKERS REACHED

800 COMMUNITY EDUCATION & OUTREACH ACTIVITIES OCCURRED

Asthma is the most common chronic condition among children, and nearly 25 million Americans suffer from the disease, costing an estimated \$56 billion annually.* With significant missed school and work days caused by asthma attacks, the impact on families, educational systems and businesses is sizeable.

By using claims data, **Health Care Service Corporation** (HCSC) identified asthma, especially emergency-related activities for children with asthma, as a high-impact condition for members. Through HCSC's Healthy Kids,

Healthy Families® initiative, a three-year partnership began with the American Lung Association of the Upper Midwest (ALAUM) in 2012, to offer community-based interventions for patients with asthma, while simultaneously working to reduce inappropriate healthcare usage through enhanced care management strategies.

Working directly with 70 health centers identified as serving high-risk populations through further claims analysis, the ALAUM employs an evidence-based framework to improve the quality of care and

generate sustainable change within the healthcare system. Over three years, the project has engaged nearly 70 health centers across Illinois, New Mexico, Oklahoma and Texas. Case studies from first-year cohorts found on average across six key outcome measures, a 65 percent improvement within 12 months of intervention and 75 percent after 18 months. Better managed care leads to measurable improvements in health outcomes for patients with asthma.

*CDC.gov



BLUE CROSS AND BLUE SHIELD OF LOUISIANA

Quality Blue Primary Care (QBPC)



IN ITS FIRST YEAR, QBPC DEMONSTRATED MEASURABLE PROOF THAT WHEN **HEALTH QUALITY** OUTCOMES IMPROVE, PARTICULARLY FOR PATIENTS WITH CHRONIC CONDITIONS, **COSTS ARE LOWERED**

As the state's largest commercial health insurer, **Blue Cross and Blue Shield of Louisiana** (BCBSLA) recognized the potential for insurers to reduce costs by driving health system transformation provider incentives and support to improve members' health outcomes. This led to the development of Quality Blue Primary Care (QBPC), a population health and quality improvement program that facilitates greater collaboration between BCBSLA and network primary care physicians than has ever existed previously.

QBPC builds on an earlier Patient-Centered Medical Home pilot and other programs, putting resources in place to support primary care physicians so they can focus on treating patients. BCBSLA provides health information (based on claims data) to enrolled clinics to enable more focused office visits. Between appointments, BCBSLA clinical staff provides health coaching to patients. To reward physicians for taking extra steps to coordinate care, BCBSLA pays them a Care Management Fee. These fees are adjusted twice annually to reward those physicians who are achieving better health outcomes.

In its first year, QBPC demonstrated measurable proof that when health quality outcomes improve, particularly for patients with chronic conditions, costs are lowered. In Louisiana, which has some of the country's highest rates of chronic diseases, this approach has great potential.

EXCELLUS BLUECROSS BLUESHIELD

Take as Directed



NOT TAKING PRESCRIPTIONS AS DIRECTED **CLAIMS THE LIVES OF 125,000** AMERICANS ANNUALLY AND **COSTS THE HEALTHCARE SYSTEM NEARLY \$300 BILLION** A YEAR, ACCORDING TO THE AMERICAN HEART ASSOCIATION

Three of four Americans do not take their prescribed medications as directed, according to the American Heart Association.

"Most patients don't realize that when they skip a dose or stop taking a medication altogether, they're risking more serious health issues, additional medical costs, unnecessary hospital stays and even death," said Mona Chitre, Pharm.D., **Excellus BlueCross BlueShield** (Excellus BCBS) vice president and chief pharmacy officer.

According to a World Health Organization report, patients' failure to take medications correctly is the number one problem in treating illness today. Increasing the effectiveness of adherence interventions may have a far greater impact on the population's health than improving any other specific medical treatment.

With the support of regional medical societies, county health departments, local health organizations and business groups, early in 2014, Excellus BCBS launched a

community engagement campaign to encourage consumers to take prescription medications as directed and raise awareness about the health risks of non-adherence.

To bring attention to the issue, Excellus BCBS set a world record for the most people wearing super hero capes and doing the wave at a 2014 Rochester, N.Y., AAA baseball game. Red Wings staff distributed blue "TAD" (Take As Directed) superhero capes to the first 5,000 fans entering the stadium.

PREMERA BLUE CROSS

HICOR Partnership



PREMERA HAS PARTNERED WITH THE **HUTCHINSON INSTITUTE FOR CANCER OUTCOMES RESEARCH** (HICOR) TO IMPROVE PATIENT CARE AND REDUCE TREATMENT COST

Premera Blue Cross has partnered with the Hutchinson Institute for Cancer Outcomes Research (HICOR) to create a more positive patient experience while reducing the cost of care. This initiative is expected to improve oncology quality for cancer patients, enhance patient safety and ensure appropriate utilization of healthcare dollars.

HICOR, an innovative research institute leveraging the scientific excellence and oncology expertise

of Fred Hutchinson Cancer Research Center, works to improve the efficiency and effectiveness of cancer prevention, early detection and treatment to reduce the financial and human burdens of cancer. The organization also aims to identify and prioritize ways to increase the value of cancer care, and to design and implement studies that target priority areas.

HICOR's clinical and research data, coupled with Premera's treatment

and cost data, supports a more sustainable healthcare system with improved patient outcomes and lower costs by accelerating the use of proven best practices into a clinical setting.

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