



INTER OFFICE MEMO

TO: All Employees AT: DATE 10/26/92
FROM: W. E. Flaherty AT:
SUBJECT: ORGANIZATION ANNOUNCEMENT -- BUSINESS RESEARCH DIVISION

An outgrowth of this year's strategic planning process was the explicit recognition of the accelerating rate of change within our industry. Changes in technology and health care delivery and financing have been associated with significant regulatory reform. Managing growth within this environment represents continuing challenges for Blue Cross and Blue Shield of Florida. In support of our efforts to address these challenges, we will be developing a new Business Research Division.

The Business Research Division will directly support the areas of corporate development, strategic planning and management and the development of corporate data. To head up this division, I am pleased to announce the appointment of Carl J. Demery to the position of Vice President, Business Research, reporting to Bob Lufrano, Senior Vice President, Human Resources. Over the next 60 to 90 days, Carl will focus on managing transitional issues within the Finance Group and formulating plans and programs for the Business Research Division, including staff recruitment.

Carl has held a number of officer positions at the Florida Plan, and most recently served as Vice President, Financial Planning and Performance Reporting. He previously held management positions at both the Michigan and Delaware Blue Cross and Blue Shield Plans in business research and economics. He received his Ph.D. in Economics from Wayne State University in Detroit, Michigan.

Please join me in congratulating and supporting Carl as he assumes his new responsibilities.

A handwritten signature in blue ink that reads "W. E. Flaherty".

-- W. E. Flaherty

WEF/jr