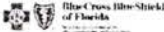


Community Affairs

Overview and Strategy

November 8, 2006



Why do we make community investments?

Our Mission

We believe Blue Cross and Blue Shield of Florida has a unique role in advancing the health and well-being of Florida's citizens. While all successful companies must focus on meeting customer needs, our corporate beliefs call for a much greater commitment to the public good. Our purpose requires working for public policy that enables an excellent, efficient health system; affordable products and services; and protection for as many Floridians as possible. It also demands that our programs support the delivery of high quality care. Through our products, employee relations, political influence, and community involvement, we consistently attempt to make a constructive contribution to the well-being of our customers and all Floridians.

A financially strong, independent, policyholder-owned parent company is most conducive to pursuing our community-driven, customer-focused mission. This allows us the flexibility to use various structures, as appropriate, for entities under the parent.

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What are the benefits to BCBSF?

Investments in the community help BCBSF

- Enhance the company's competitive position
- Align charitable contributions with business and social objectives
- Build solid, positive relationships with business and community leaders
- Enhance media exposure and stature within the corporate community
- Provide employees a vehicle to give back to their communities

3

What is the Community Investment Strategy?

Community investments maximize business goals while addressing social issues

- Health care costs
- Access to quality health-related services
- Cultural competence
- Work force preparation

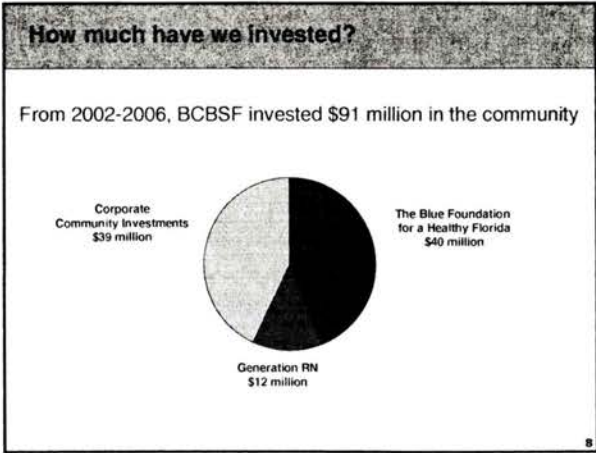
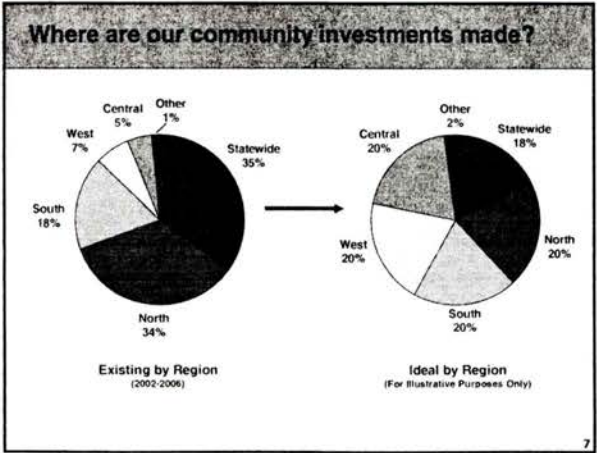
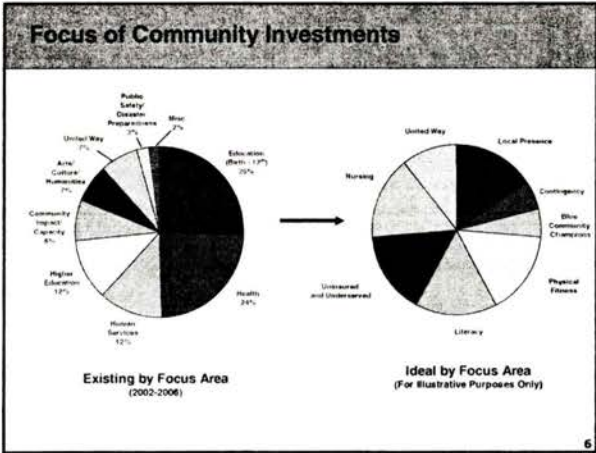
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What is the Community Investment Focus?

BCBSF focuses the majority of its charitable resources on four social issues

- Uninsured and underserved
- Nursing
- Literacy
- Physical fitness

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How do we make community investments?

BCBSF invests in the community through charitable contributions, volunteers and in-kind support

- Charitable resources
 - The Blue Foundation for a Healthy Florida
 - Generation RN
 - Corporate Community Investments
- Employee resources
 - Blue Community Champions
 - United Way

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The Blue Foundation for a Healthy Florida



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The Blue Foundation for a Healthy Florida

- Created in 2001 as a separate, nonprofit corporation
- Purpose – increase access to quality health-related services for the uninsured and underserved in Florida
- Awards more than \$1 million each year to diverse, charitable organizations
- Focus on community health clinics – serve 4 million uninsured in Florida
- Has touched more than 140,000 people – 100+ grants, nearly \$5.5 million, in five years

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Who decides Foundation grants?

- Foundation Board of Directors – employees and retirees of BCBSF and its subsidiaries


Randy M. Kammer, President	Mei Fletcher
Tony Jenkins, Vice President	Becky Gay
Chip Kenyon, Secretary	Russ Jollivette
Deanna McDonald, Treasurer	Bob Mirsky
Tony Benevento	Mark Swink
Mike Cascone	
- Employee Review Team – Diverse group representing various occupations and market areas across the state

Khesahn Barker	Janet Crozier	Martha Garcia
Letty Godwin	Brendan Hodges	Diana Mackoul
Mark McGowan	Maylene Money Penny	Laura Palmer
Rachel Pollock	Mary Margaret Serfilippi	Brenda Smith
Ralph Thurman	Eugene Usner	Elise Williams
- For more information: www.bluefoundationfl.com

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Generation RN




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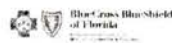
Generation RN

- Public/private partnership initiated by BCBSF in 2003
- Purpose – to build an expanded, stable and culturally diverse nurse workforce in Florida
- Combined with state matching dollars and other private support, BCBSF-endowed scholarships fund the education of more than 200 nursing students every year
- Endowed professorships, graduate student scholarships and support for innovative programs help ensure sustained growth in nursing
- BCBSF support totals more than \$12 million

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Literacy




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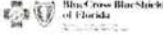
Literacy

- Impacts economic health of a community
 - Health care costs
 - Workforce preparation
 - Cultural competence
 - Number of uninsured and underserved
- Low literacy levels in adults equate to 4-times higher annual health care costs. They are less likely to
 - Use screening procedures
 - Follow medical regimens
 - Keep appointments
 - Seek help
- More than 2 million Floridians have rudimentary literacy skills

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Physical Fitness



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Physical Fitness

- Adult and youth physical fitness programs lead to healthier Floridians
- Healthier Floridians equates to
 - Lower health care costs
 - Higher quality of life
 - Increases to key market segments (Independently Healthy, Young and Healthy Seniors)
- Supporting youth fitness programs
 - Enhances BCBSF Brand over the long-term
 - Improves health, reducing health care costs
 - Creates a more productive workforce

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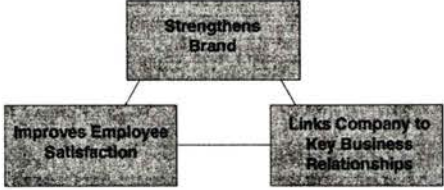
Blue Community Champions



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Blue Community Champions

An employee volunteer program is a three-way relationship between the company, the community and the employees



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Blue Community Champions

- Goal – develop strong relationships with nonprofits to better understand community issues and needs
- Integrated with existing corporate initiatives
 - Corporate teambuilding goals matched to community needs
 - Volunteer projects at United Way agencies used as education component for United Way campaign
- Reward and recognition
 - Annual BCBSF Community Champion Award
 - National Volunteer Week (acknowledgement and gifts)
 - Spontaneous rewards (tickets, gifts)
 - Nominations for regional and national awards

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Blue Community Champions

Coming Attractions

- New and improved Intranet site
- Volunteer guidelines for managers
- Board member training and guidelines
- Increased focus on integration with core business processes (local presence, sales)

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United Way

BCBSF partners with United Way to identify and solve community issues

- United Way – the experts on community issues and needs
- Focus – increased partnership opportunities in major markets targeting
 - Programming
 - Employee involvement
 - Financial support
- Campaign begins August 9, 2006 with International Breakfast of Champions for Leadership Circle

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Community Investment Process



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Community Investment Process

Corporate Community Investments

- Application for Community Investment
 - Deadline – 15th of each month
 - Average 150 requests each month
 - Available on BCBSF Internet site
<http://www.bcbstf.com/Documents/Library/AboutOurCompany/BCBSFCommunityInvestmentApplication.pdf>
- Community Investment Review Team
 - Led by Public Affairs
 - Members reflect a company-wide perspective
 - Meets monthly
- Decisions based on established criteria
 - BCBSF business and marketing goals
 - Cultural competence
 - Employee involvement
 - Key investment focus areas
 - Corporate initiatives

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Community Investment Process

The Blue Foundation for a Healthy Florida

- Federal and state rules, regulations and laws require more stringent process
- Twice a year, Requests for Proposals (RFPs) solicited from Florida nonprofits
- Grants monitored and evaluated throughout the life of the grant

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A Final Thought

- Please support our programs and processes
- Promote philanthropy and volunteerism
- Thank you for your commitment
- "Live your life so that you can say each evening that you have in some small way contributed to the good of mankind."

-- Life's Little Instruction Calendar
Volume VI

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