

# Building Healthier Communities

*Our Report to the Community - 2008*



BlueCross BlueShield  
of Texas



*A Message from Darren Rodgers, President,  
Blue Cross and Blue Shield of Texas*

Several unprecedented events unfolded during 2008 which changed the business and personal landscape for many Americans. These include challenges to the stability of the worldwide financial markets, the election of the nation's first African-American president and volatile oil prices.

Even in the face of Hurricane Ike and other serious challenges we experienced in our state during the past year, Blue Cross and Blue Shield of Texas grew stronger. Our membership surpassed the four million mark for the first time in our history and the growth of our network of more than 40,000 physicians and other providers and over 400 hospitals kept pace to provide superior access to affordable care for members and their families.

Our commitment to the communities we serve remained strong as well. As the largest health insurer in the state, we are mindful of the fact that financial investments in local community organizations are investments in helping our members experience wellness everywhere. Additionally, the volunteer service our Blue Corps team provides each year reflects the collective desire of our over 6,000 employees to be good community citizens.

As you'll see throughout this report, working with Texas communities to improve their overall health and well-being is a commitment we take seriously. Despite the challenges ahead, we are well positioned to keep that commitment and continue our positive momentum.❖

A handwritten signature in black ink, appearing to read "D. Rodgers". The signature is written in a cursive, professional style.

# Building Healthier Communities

Since the early 1900s, average life expectancy in the United States has increased by more than 30 years. Of those additional years of life, however, nearly all can be attributed to factors other than improvements in medical care.

What researchers identify as influential external factors contributing to a dramatic decline in mortality rates, most people would appreciate as the essential ingredients that make up a *healthy* community. In fact, they are one and the same, and include environmental aspects ranging from favorable economic conditions and safe homes and neighborhoods, to healthy foods to eat and access to quality health care.

Blue Cross and Blue Shield of Texas (BCBSTX) is squarely in the middle of efforts to build healthier communities.

Our mission — to promote the health and *wellness* of our members and communities through accessible, cost effective, quality health care — is demonstrated not only in the manner in which we operate our business but also in the ways we seek to enrich the communities we call home.

As the largest customer-owned health insurance company in Texas, BCBSTX has a different approach to doing business than investor-owned health insurers. That difference is most clearly evident in the efforts we pursue for the greater good in the communities where we operate and through the *relationships* we build with community partners who work with us to improve the quality of life for people unable to do so on their own.

Whether operating an office in a local community, working with community leaders to improve public health and wellness, or supporting physicians, hospitals and community organizations in the delivery of health care to vulnerable populations, BCBSTX seeks to take advantage of the *opportunities* we are given to make a positive difference in the lives of others.

## Investing in Our Communities

When considering the building blocks that make up a healthy community, we recognize that access to good paying *jobs* is one of the basic requirements for people to be able to provide safe, healthy homes for their families.

Across Texas, the estimated *economic impact* of our payroll is more than \$756 million.

We also recognize that making a positive impact in our *communities* includes fostering a diverse work environment that reflects the communities where we live and work, the customers we serve, and the physicians who provide care for our members.

BCBSTX is pleased to have been recognized in 2008 for our efforts in this regard, as the company under which we operate — Health Care Service Corporation — was again named one of the top 50 companies in the United States for *diversity*, and named one of the top 10 companies for executive women and for people with disabilities.

## Supporting the Provision of Health Care

One of the most important aspects of BCBSTX's heritage is our *commitment* to maintaining strong working relationships with the physicians, hospitals and other health care providers who serve our members and with whom we partner to address community health care needs.

Since we have longstanding relationships with more health care providers in Texas than any other health insurer — and since our relationships with physicians and hospitals are built and developed at the *local* level in each region where we operate — a unique opportunity exists for us to support their efforts to address community health care concerns.

Through collaborative partnerships and funding, BCBSTX is engaged in a multitude of health care *initiatives*, such as delivering medical care to uninsured individuals; providing pharmaceutical and durable medical goods to indigent individuals; providing preventive care, well-baby checkups, speech therapy and other services to children of low-income families; and improving access to health care for residents in rural communities.

Across Texas, we also partner with city, county and state health departments to operate our mobile health Care Van program that provides immunizations, *health care* screenings and other basic medical services to vulnerable populations, by driving to neighborhood locations that are easiest for the beneficiaries of services to receive them.

## Commitment to Caring

Whether ensuring that we are operating in an economically sound and ethical manner, or taking a leadership role in working with local organizations dedicated to improving the *quality of life*, our commitment to the communities where we live and work is a natural extension of our commitment to our employees, our health plan members and the health care providers who serve their needs.

We realize that when it comes to building healthier communities, there are many roles that must be filled, and we are honored that the part we play is one that is embedded not only in our corporate mission, but also in the character of our employees.❖



# Building Alliances for Healthier Communities

In the past decade, as the incidence of childhood obesity has soared across the nation, so too have the risk factors for chronic diseases. Today, 90 percent of overweight children have at least one avoidable risk factor for heart disease. The impact on the quality of life for these children and the economic impact on the health care system have become significant societal costs.

Because the challenges of addressing childhood nutrition and fitness are so diverse, BCBSTX is committed to developing and engaging in community collaborations that can creatively and dynamically teach children and parents the importance of healthy food choices and exercise.

In 2006, we began partnering with The OrganWise Guys (OWG) program, which uniquely teaches children in grades K-5 how to be “smart from the inside out.” To bring the body to life, OWG uses kid-friendly representations of the body’s main organs as characters to teach healthy lifestyle behaviors. These characters are the cornerstone of science-based, curriculum-linked nutrition and physical activity materials that are woven into the academic day.



To reach children and families most in need of nutrition resources, BCBSTX and OWG have successfully partnered with university extension services and local organizations to teach children about nutrition and fitness.

In 2008, we began incorporating a nutrient-dense cafeteria component based on protocol created during the successful Healthier Options for Public Schoolchildren Study conducted by the Agatston Research Foundation. This study included the OWG as a key component that tied lessons learned in the classroom to choices made in the cafeteria, resulting in statistically significant improvements in the health (body mass index percentiles and blood pressure measures) as well as academic achievement of children in the program as compared to children who weren't.



*Blue Bear and Hardy Heart lead exercises at an OrganWise Guys assembly at George Washington Carver Learning Center in Dallas.*

# Building Alliances for Healthier Communities

One of the ways that BCBSTX cares for the communities where we live and work is by helping the uninsured and economically disadvantaged gain access to health care.

Although that may sound like a daunting task, our strategy for reaching out to the uninsured does not assume that we can do the job alone. Indeed, we actively seek collaborative partnerships with well-established local organizations that have a stake in their communities.

People's Community Clinic (PCC) of Austin, Texas, is one such local organization that we have had the privilege of collaborating with and supporting for several years. PCC is one of the oldest independent, non-profit clinics in the country and has continuously provided primary care to economically disadvantaged families since its founding in 1970 by a group of volunteer doctors and nurses. Today, more than 11,000 patients receive services at PCC and consider it their health care home.

PCC delivers a full range of primary care services, including adult and pediatric care, prenatal care, immunizations, nutrition classes, onsite laboratory tests and pharmacy services, as well as behavioral health counseling and social work services. PCC provides services on a sliding scale basis according to the patient's income, but community support is still a critical component.

About 60 percent of PCC's annual operating budget comes from long-time supporters like BCBSTX, which enables the clinic to offer comprehensive health care to the uninsured. Those gifts also allow PCC to garner support from others in the corporate community, because partnerships with companies like BCBSTX send a message that PCC is an efficient provider of high quality health care.



*Dr. Louis Appel, chief medical officer at People's Community Clinic, examines 8-month-old Jose Vargas, with his mother, Monique Limon, by his side.*

## *Economic Impact in Our Communities*



*Drawing on the strength of area residents as employees, BCBSTX's claims and customer service centers are able to deliver top-notch service from day one.*

As the largest health insurer in the state, BCBSTX recognizes the positive impact we can make in the communities where our offices are built and staffed with local employees. In so doing, BCBSTX not only operates in multiple locations and close to our customers but we also strive to become a leading corporate citizen in our communities, partnering with other major companies to improve the local economy.

One of our most recently opened offices is in Amarillo, Texas, where our completion of a 90,000-square-foot claims and customer service facility was an important milestone for both the company and the community. Construction began in August 2006, and contributed more than \$18.5 million to the local economy.

A local company worked on the architectural design, another local company served as construction manager and general contractor, and 16 local subcontractors worked on everything from plumbing and utilities to floor coverings and landscaping. Today, our Amarillo staff continues to work with 22 local service and supply vendors to keep the facility running efficiently. Over the next five years, the claims and customer service center is expected to grow to near-capacity, about 500 employees.

In addition to providing visible evidence of our commitment to economic well-being that communities require to thrive, BCBSTX is proud to have partnered with city leaders, the local economic development corporation and the Amarillo business community at large, all of whom have welcomed us to join them in making the city a better place to live and work.

# Community Partners

## Corporate Volunteerism

American Cancer Society (Dallas, Texas)  
American Cancer Society (Tyler, Texas)  
American Diabetes Association (Dallas, Texas)  
American Heart Association (Dallas, Texas)  
Ballet Austin, Inc. (Austin, Texas)  
Big Brothers Big Sisters of Abilene (Abilene, Texas)  
Big Brothers Big Sisters of Houston (Houston, Texas)  
Big Brothers Big Sisters of North Texas (Plano, Texas)  
Caring for Children Foundation of Texas (Richardson, Texas)  
CASA Amarillo (Amarillo, Texas)  
CASA Coastal Bend (Corpus Christi, Texas)  
CASA Collin County (Plano, Texas)  
CASA of Archer, Clay, Montague and Wichita Counties (Wichita Falls, Texas)  
CASA of Central Texas (San Marcos, Texas)  
Children's Cancer Fund (Richardson, Texas)  
Children's Environmental Health Institute (Austin, Texas)  
Equest (Wylie, Texas)  
Family Abuse Center (Waco, Texas)  
Girl Scouts El Camino Place (San Angelo, Texas)  
Girl Scouts of Blue Bonnet Council (Waco, Texas)  
Girl Scouts of Central Texas (Austin, Texas)  
Girl Scouts of Northeast Texas (Dallas, Texas)  
Girl Scouts of Southwest Texas (San Antonio, Texas)  
Greater Plano Kiwanis Club (Plano, Texas)  
House of Amos (Houston, Texas)  
Jonathan's Place (Dallas, Texas)  
Kids, Incorporated (Amarillo, Texas)  
Lone Star CASA (Rockwall, Texas)  
Marathon Kids (Austin, Texas)  
March of Dimes (Longview, Texas)  
Medical Care Mission (Abilene, Texas)  
Muscular Dystrophy Association (Dallas, Texas)  
Network of Community Ministries (Richardson, Texas)  
North Dallas Shared Ministries (Dallas, Texas)  
Presbyterian Medical Care Mission (Abilene, Texas)  
SOS at Zac's Ridge (Sanger, Texas)  
St. Philip's School and Community Center (Dallas, Texas)  
Texas Heart Institute (Houston, Texas)

Texas Scottish Rite Hospital for Children (Dallas, Texas)  
YMCA of Metro Dallas (Plano, Texas)

## Corporate Contributions

Abilene Adult Day Care (Abilene, Texas)  
Abilene Arts Alliance (Abilene, Texas)  
Abilene Chamber of Commerce Foundation (Abilene, Texas)  
Abilene Christian University (Abilene, Texas)  
Abilene Education Foundation (Abilene, Texas)  
AIDS Services of Dallas (Dallas, Texas)  
Alliance for Women (Abilene, Texas)  
Alzheimer's Association (Abilene, Texas)  
Alzheimer's Association (Fort Worth, Texas)  
Alzheimer's Association (Houston, Texas)  
Amarillo Branch NAACP (Amarillo, Texas)  
Amarillo Family YMCA (Amarillo, Texas)  
American Cancer Society (Amarillo, Texas)  
American Cancer Society (Dallas, Texas)  
American Cancer Society (Jacksonville, Texas)  
American Cancer Society (Linden, Texas)  
American Cancer Society (Marshall, Texas)  
American Cancer Society (San Angelo, Texas)  
American Cancer Society (Tyler, Texas)  
American Cancer Society (Waco, Texas)  
American Diabetes Association (Austin, Texas)  
American Heart Association (Abilene, Texas)  
American Heart Association (Amarillo, Texas)  
American Heart Association (Austin, Texas)  
American Heart Association (Dallas, Texas)  
American Heart Association (Fort Worth, Texas)  
American Heart Association (Longview, Texas)  
American Heart Association (Waco, Texas)  
American Red Cross (Abilene, Texas)  
American Red Cross (Dallas, Texas)  
Anderson County DARE (Palestine, Texas)  
Anderson County Football League (Palestine, Texas)  
Angel Flight South Central (Dallas, Texas)  
Arthritis Foundation (Waco, Texas)  
Arthritis Foundation of North Texas (Dallas, Texas)  
Associa Cares (Dallas, Texas)  
Ballet Austin (Austin, Texas)

Baylor University (Waco, Texas)  
Ben Richey Boys Ranch (Abilene, Texas)  
Bering Omega Community Services (Houston, Texas)  
Big Brothers Big Sisters (San Angelo, Texas)  
Big Brothers Big Sisters of Abilene (Abilene, Texas)  
Big Brothers Big Sisters of Greater Houston (Houston, Texas)  
Big Brothers Big Sisters of Lubbock (Lubbock, Texas)  
Big Brothers Big Sisters of North Texas (Dallas, Texas)  
Boys & Girls Clubs of Greater Dallas (Dallas, Texas)  
Boys and Girls Clubs of the Big Pines (Marshall, Texas)  
Boys and Girls Clubs of Waco (Waco, Texas)  
Boys & Girls Harbor (Houston, Texas)  
Bridge Breast Network (Dallas, Texas)  
Bryan's House (Dallas, Texas)  
Buckner Children & Family Services (Longview, Texas)  
Buckner Foundation (Dallas, Texas)  
Captain Hope's Kids (Dallas, Texas)  
Caring for Children Foundation (Dallas, Texas)  
CASA of Travis County (Austin, Texas)  
Child and Family Guidance Centers (Dallas, Texas)  
Children's Aid Society of West Texas (Wichita Falls, Texas)  
Children's Miracle Network (Wichita Falls, Texas)  
Christmas in Action (Wichita Falls, Texas)  
Communities in Schools in the Big Country (Abilene, Texas)  
Communities in Schools (Laredo, Texas)  
Community Council of Greater Dallas (Dallas, Texas)  
Corporate Alliance to End Partner Violence (Bloomington, Texas)  
CPPP (Austin, Texas)  
Crisis Center of Anderson and Charokee Counties (Palestine, Texas)  
Cystic Fibrosis Foundation (Austin, Texas)  
Dallas Academy of Medicine (Dallas, Texas)  
Dallas Area Habitat for Humanity (Dallas, Texas)  
Dallas Children's Advocacy Center League (Dallas, Texas)  
Dallas Concilio (Dallas, Texas)  
Dallas Dinner Table (Dallas, Texas)  
Dallas Heritage Village (Dallas, Texas)  
Dallas Life Foundation (Dallas, Texas)  
Dare to Dream Children's Foundation (Dallas, Texas)  
Day Nursery of Abilene (Abilene, Texas)  
Dress for Success Austin (Austin, Texas)  
Eagle Crest Therapeutic Center, Inc. (Palestine, Texas)  
East Texas Lighthouse for the Blind, Inc. (Tyler, Texas)  
East Texas Symphony Orchestra (Tyler, Texas)

Equest (Dallas, Texas)  
Expo Center of Taylor County (Abilene, Texas)  
Fiesta Commission Charitable Corp. (San Antonio, Texas)  
Food Bank of West Central Texas (Abilene, Texas)  
Foundation for Excellence (Lubbock, Texas)  
Foundation for Women's Resources (Dallas, Texas)  
Friends 4 Heart (Flower Mound, Texas)  
Friends for Life (Waco, Texas)  
Gateway to Care (Houston, Texas)  
Good Samaritan Foundation (Houston, Texas)  
Greater East Austin Youth Association (Austin, Texas)  
GVTC Foundation, Inc. (New Braunfels, Texas)  
Hardin-Simmons University (Abilene, Texas)  
Harrison County DARE (Marshall, Texas)  
Healthy Families of San Angelo (San Angelo, Texas)  
Heart Exchange Support Group, Inc. (Houston, Texas)  
Heart House Dallas (Dallas, Texas)  
Hendrick Home for Children (Abilene, Texas)  
Hospice of the Big Country (Abilene, Texas)  
Hospice of Wichita Falls (Wichita, Texas)  
Hughen Center, Inc. (Port Arthur, Texas)  
Interfaith Ministries, Inc. (Wichita, Texas)  
Jacksonville Area Community Food Center (Jacksonville, Texas)  
Jonathan's Place (Dallas, Texas)  
Judson Education Foundation (Live Oak, Texas)  
Junior Achievement of Abilene (Abilene, Texas)  
Kids, Inc. (Amarillo, Texas)  
Komen Race for the Cure (Amarillo, Texas)  
Komen Race for the Cure (Dallas, Texas)  
Komen Race for the Cure (Waco, Texas)  
Komen Race for the Cure (Wichita Falls, Texas)  
Lake Travis Education Foundation (Austin, Texas)  
Leadership Amarillo, Inc. (Amarillo, Texas)  
Love and Care Ministries (Abilene, Texas)  
Lupus Foundation of America (Dallas, Texas)  
Make a Wish Foundation of North Texas (Dallas, Texas)  
MALLF (Austin, Texas)  
Marathon Kids, Inc. (Austin, Texas)  
March of Dimes (Abilene, Texas)  
March of Dimes (Amarillo, Texas)  
March of Dimes (Dallas, Texas)  
March of Dimes (Longview, Texas)  
March of Dimes (San Antonio, Texas)  
Marshall Area Habitat for Humanity (Marshall, Texas)  
Marshall-Harrison County Literacy Council (Marshall, Texas)  
Meals on Wheels of Palestine, Inc. (Palestine, Texas)

Meals on Wheels Plus, Inc. (Abilene, Texas)  
 Medical Care Mission (Abilene, Texas)  
 Mental Health America of Greater Dallas (Dallas, Texas)  
 Mexic-Arte Museum (Austin, Texas)  
 MHMR Authority of Brazos Valley (Bryan, Texas)  
 Mi Escuelita Preschool, Inc. (Dallas, Texas)  
 Multi-Cultural Educational Center (Palestine, Texas)  
 NAMI San Antonio (San Antonio, Texas)  
 National Drug & Safety League (Wichita Falls, Texas)  
 NHMCCD Foundation (Conroe, Texas)  
 No Child Left Behind, Inc. (Dallas, Texas)  
 Noah Project (Abilene, Texas)  
 North Texas Area United Way (Wichita Falls, Texas)  
 North Texas Rehab Center (Wichita Falls, Texas)  
 Odyssey House Texas, Inc. (Houston, Texas)  
 Palestine Community Theatre (Palestine, Texas)  
 Palestine Youth Athletic Association (Palestine, Texas)  
 Patsy's House (Wichita Falls, Texas)  
 People's Community Clinic (Austin, Texas)  
 Plano Children's Medical Clinic (Plano, Texas)  
 Prison Entrepreneurship Program (Houston, Texas)  
 Quality of Life Foundation (Dallas, Texas)  
 Rexanna's Foundation for Fighting Lung Cancer (Austin, Texas)  
 Richardson Boys and Girls Club (Dallas, Texas)  
 Richardson Regional Medical Center Foundation (Richardson, Texas)  
 Richardson Symphony Orchestra (Richardson, Texas)  
 RISD Tomorrow Foundation, Inc. (Richardson, Texas)  
 Run-Tex Foundation (Austin, Texas)  
 Salvation Army (Dallas, Texas)  
 Salvation Army (Waco, Texas)  
 Sanctuary House (Palestine, Texas)  
 Schleicher County Wellness Foundation, Inc. (Eldorado, Texas)  
 Sheltering Arms Senior Services (Houston, Texas)  
 Sherman Education Foundation (Sherman, Texas)  
 Special Olympics (Wichita, Texas)  
 Special Olympics Texas (Austin, Texas)  
 Special Wish Child, Inc. (Tyler, Texas)  
 St. Philip's School and Community Center (Dallas, Texas)  
 Star Children's Charity (Plano, Texas)  
 Texas A&M Health Science Center Foundation (Bryan, Texas)  
 Texas CASA, Inc. (Austin, Texas)  
 Texas Cultural Trust (Austin, Texas)  
 Texas Hearing and Service Dogs (Austin, Texas)  
 Texas Heart Institute (Houston, Texas)  
 Texas Kids (Palestine, Texas)

Texas Medical Association Foundation (Austin, Texas)  
 Texas Round-Up, Inc. (Austin, Texas)  
 The Arc of Texas (Austin, Texas)  
 The Asthma Coalition of Texas (Lytle, Texas)  
 The Children's Assessment Center (Houston, Texas)  
 The Health Museum (Houston, Texas)  
 The Parish School (Houston, Texas)  
 Therapy Pet Pals of Texas, Inc. (Austin, Texas)  
 Travis County PAHCOM (Austin, Texas)  
 United Cerebral Palsy of Greater Houston (Bellaire, Texas)  
 United Way Capital Area (Austin, Texas)  
 United Way East/Central Texas (Palestine, Texas)  
 United Way of Abilene (Abilene, Texas)  
 United Way of Amarillo & Canyon (Amarillo, Texas)  
 United Way of Concho Valley (San Angelo, Texas)  
 UT Foundation (Austin, Texas)  
 Volunteer Services Council (Abilene, Texas)  
 Waco Habitat for Humanity (Waco, Texas)  
 Wednesday's Child (Dallas, Texas)  
 Wichita Falls 4-H Funds (Wichita Falls, Texas)  
 Wichita Falls Area Miracle League, Inc. (Wichita Falls, Texas)  
 Wichita Falls Faith Mission (Wichita Falls, Texas)  
 Wichita Falls Metropolitan YMCA (Wichita Falls, Texas)  
 Women's Protective Services (Lubbock, Texas)  
 Yorktown Western Days Assoc, Inc. (Yorktown, Texas)  
 Youth Opportunities (Wichita Falls, Texas)  
 YWCA (El Paso, Texas)  
 ZACH (Austin, Texas)

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**Blue Cross and Blue Shield of Texas – the only statewide, customer-owned health insurer in Texas – is the largest provider of health benefits in the state, working with nearly 40,000 physicians and 400 hospitals to serve 4 million members in all 254 counties. Blue Cross and Blue Shield of Texas is a division of Health Care Service Corporation (HCSC), the country's largest customer-owned health insurer and fourth largest health insurer overall. HCSC is a Mutual Legal Reserve Company and an Independent Licensee of the Blue Cross and Blue Shield Association.**

