CREATING HEALTHIER COMMUNITIES FOR NORTH CAROLINA

BlueCross BlueShield of North Carolina

2016 COMMUNITY IMPACT REPORT
HEALTHIER COMMUNITIES ARE STRONGER COMMUNITIES

Blue Cross and Blue Shield of North Carolina is an independent licensee of the Blue Cross and Blue Shield Association, a national federation of 36 community-based and locally-operated Blue Cross and Blue Shield plans. Together, Blue Cross and Blue Shield companies across the nation provide leadership and funding in local communities – more than $350 million in 2015 – unrivaled by any other health insurer. To learn more, visit bcbs.com/about-us/corporate-social-responsibility.
INVESTING IN OUR COMMUNITIES:
A culture of caring

At Blue Cross and Blue Shield of North Carolina, we’ve made caring one of our core values. For us, it’s not enough to simply find the most qualified and talented professionals for our employee teams. To fully embrace our mission – to improve the health and well-being of our customers and communities – being competent at our jobs isn’t enough. We need to be invested in the welfare of our state. We have to care about North Carolina and all who live here.

Our employees connect to the communities where we live and work in a variety of ways: assisting customers with health insurance issues, collaborating with providers to make health care more consumer-focused, educating North Carolinians about health care transformation, offering ways we can all adopt healthier lifestyles. When we put out the call for volunteers for community projects, Blue Cross employees line up to help. When we ask for donations of food or toys or dollars, our employees ask how much is needed.

This culture of caring extends to the work we do with our community partners, the nonprofit organizations working to fulfill the unmet needs of North Carolinians. We applaud the great work of the charitable agencies serving our state and we are proud to help fuel their efforts through funding and volunteer work.

In addition to the 17,530 hours of volunteer work donated by our employees in 2016, we set aside a day to highlight the good work of the nonprofits who are on the front lines of community service, pursuing a common mission to make life better for all of us. In August, our first-ever Day of Service featured more than 1,000 Blue Cross employees volunteering for a dozen organizations, bringing community and media attention to the vital services those nonprofits provide throughout the year. It was a day of well-coordinated teamwork, flexing muscles and fellowship with our neighbors.

We are humbled and honored to serve our state alongside others whose care for our communities makes North Carolina such a great place to call home.

Kathy M. Higgins
Vice President, Corporate Affairs
Blue Cross and Blue Shield of North Carolina
President, Blue Cross and Blue Shield of North Carolina Foundation

Our Mission
To improve the health and well-being of our customers and communities.

Our Vision
To be a consumer-focused health solutions company that leads the transformation of the health care system.
More than 4,900 Blue Cross employees call North Carolina home. Their commitment to the health and well-being of their state and their neighbors extends well beyond service to our customers. In 2016, employees themselves contributed more than $901,000 through our annual employee-giving campaign, GivingWORKS. Matching contributions from Blue Cross raised the total dollars invested in our communities to over $1.25 million. Similar efforts have raised more than $15 million since 2000.

Our commitment extends to leadership: Eight out of ten Blue Cross leaders serve on the board or a committee of a nonprofit organization here in North Carolina. Employees at all levels take leading roles in causes that include the Triangle Go Red for Women® Campaign, American Diabetes Association Walk and the March of Dimes.

CommunityWORKS – Blue making it better

Raising funds and making donations are important, but few things demonstrate “commitment” like getting up early on a Saturday to build a house for a stranger, help plant a garden or pack meals for hundreds of kids in need. To that end, since 1997 Blue Cross employees have volunteered nearly 416,000 hours – time valued at $7.5 million.
BLUE CROSS EMPLOYEES
make a positive difference in so many ways

Here’s a sampling:\(^2\)

Employees prepared and served dinner at the Fisher House on Fort Bragg to support military families. Fisher House provides these families with housing closer to a loved one during hospitalization.

At Sort-a-Rama 2016, nearly 250 employees pitched in to put together approximately 400,000 meals. Families in 83 of North Carolina’s 100 counties benefited.

Employees purchased 263 t-shirts to cover the cost of 263 nights for families at the Ronald McDonald House of Durham/Wake and the Ronald McDonald House of Winston-Salem. We also help prepare meals for 60 to 80 of these families 15 times a year – about 1,000 meals annually.

We’ve built seven homes for Habitat for Humanity\(^\circ\) over the years – as well as 15 playhouses in 2016 alone, which were auctioned to benefit area nonprofits.

Blue Cross employees have built nine KaBOOM! playgrounds over the years – playgrounds that have served more than 10,000 kids across the state.

Employees also use their business skills to help. Since our skills-based volunteer program kicked off in 2013, employees have helped develop marketing plans, create websites, build donor databases and much more – over 2,700 volunteer hours equaling $430,025 dollars in saved costs for Blue Cross and Blue Shield of North Carolina Foundation grantees.
416,000 HOURS

volunteered by Blue Cross employees since 1997
time valued at $7.5 million

Our first Day of Service featured more than 1,000 Blue Cross employees volunteering for a dozen local organizations, bringing community and media attention to the vital services those nonprofits provide throughout the year.

We sponsored and volunteered with the Geer Street Learning Garden in Durham. The result? More than 450 pounds of organic produce for the community pantry and valuable lessons in healthy food and healthy eating for hundreds of area schoolchildren.
GET OUTSIDE
North Carolina!

Each year we begin or expand community-based partnerships that lead to even more ideas for improving the health and quality of life for the citizens of our state.

GO NC! (Get Outside, North Carolina!) is a program that encourages North Carolinians to get outside and get active. It’s part of our continued commitment to the health and well-being of all North Carolinians. Among other community projects, GO NC! has helped make possible:

+ **Charlotte B-Cycle Program** – North Carolina’s first bike-sharing program – enjoyed another successful year in 2016. Ridership and membership continued to expand; the program also helped support or sponsor numerous neighborhood bike events throughout the city.

+ The **12-mile Gary Shell Cross-City Trail**, connecting downtown Wilmington to Wrightsville Beach.

+ The **Blue Loop** at the NC Museum of Art, to integrate the museum’s art park with Raleigh’s greenway system.

+ **PlayPrints** are colorful ground markings and games installed in parks statewide to encourage the young – and the young at heart – to be more active and imaginative outdoors. From the 21 current sites, an estimated 221,000 people have taken part in PlayPrints through the third quarter of 2016. New locations are added regularly.

+ **Hideaway Woods** is a two-acre, nature discovery environment at the Museum of Life and Science in Durham. Featuring a flowing streambed, fanciful nature sculptures and eight interconnected treehouses, Hideaway Woods emphasizes natural discovery and outdoor play. And for younger visitors, there’s a special area with scaled slides, bridges and a space for nature-based imaginative play.

+ **Extended greenway and park connections** on the Middle Fork Greenway between Boone and Blowing Rock.

+ **Hike NC** is the latest from GO NC! We launched the program in Fall 2016, in partnership with NC State Parks. This GO NC! initiative encourages active lifestyles – Hike NC offered a series of 60 guided hikes across the state, with more than 800 hikers participating. The hikes, aimed at all skill and fitness levels, offered a chance to enjoy our state’s beautiful outdoors, stay active and make some new friends. Hike NC will continue with further outdoor opportunities in 2017. It makes enjoying North Carolina’s outdoors easier than ever.
Strive to Revive – giving the gift of life

Blue Cross partnered with the American Red Cross, State Representative Becky Carney and the NC Council of Churches to put life-saving Automated Electronic Defibrillators in houses of worship throughout all 100 North Carolina counties. We have provided more than 200 AEDs and helped with 54 grants for training and maintenance.

UNC School of Medicine PA Program – expanding opportunities for veterans

Together with the UNC School of Medicine and the U.S. Army Special Operations Command, Fort Bragg, Blue Cross helped create a physician assistant (PA) master’s degree program. We pledged $1.2 million to the program, providing opportunities for veterans, while also helping ease the shortage of health care professionals.

Arts all across North Carolina

Our company works to make life better for all North Carolinians. And we’ve always believed that a vibrant arts presence is essential to strong community culture and economic development. So we’re proud to help support the Durham Performing Arts Center, NC Symphony, NC Theatre, Theatre in the Park, Winston-Salem Symphony, Charlotte Ballet and more.

Lakewood Preschool Cooperative

Lakewood, a five-star preschool in an economically challenged area of Charlotte, helps prepare young children for educational success. We’ve partnered with Lakewood to help provide a holistic approach to wellness for the children and their community.

Sports and health education sponsorships

Blue Cross sponsors health risk screenings and exercise programming at Bethesda Health Center in the Camino Community Center, Charlotte’s largest Latino/Hispanic center. This free clinic serves low-income, uninsured people in Mecklenburg County with adult primary care, diabetes and hypertension management, and health education programs. The program we’ve sponsored is designed to promote sustainable positive changes in the community’s health – as well as help other community centers establish similar programs.

We’re proud to help raise breast cancer awareness and celebrate breast cancer survivors. For the third year in a row, we were the presenting sponsor of the Drive for the Cure 300 at Charlotte Motor Speedway, an event that drew more than 40,000 spectators. As a part of our commitment, we made a $25,000 contribution to Susan G. Komen of Charlotte.

Among our other efforts, we sponsored Live Fearless Soccer Clinics – featuring soccer legend Mia Hamm – across the state. Thanks to Mia, we reached more than 400 girls and their families with messages on the benefits of healthy sports activity.

Celebrating our accomplished senior athletes

North Carolina has the largest Senior Games program in the U.S. – and Blue Cross is proud to sponsor the State Finals, where more than 3,200 qualifiers from 53 local games compete. Our employees have also contributed hundreds of volunteer hours to aid in the Senior Games’ success.4
The Blue Cross and Blue Shield of North Carolina Foundation is an independent, charitable foundation with the mission of improving the health and well-being of North Carolinians. Since its establishment in 2000, the Foundation has invested more than $113 million in North Carolina communities through more than 885 grants. Grantmaking and special initiatives are focused in three key areas: improving health outcomes of populations served by safety net organizations through advancing access to medical and dental care; increasing physical activity and access to healthy, local foods; and increasing the effectiveness of nonprofit organizations and their leaders. More information is available at bcbsncfoundation.org.
$113 million
Invested in NC communities since 2000

885+
Grants approved since 2000

Shape NC: Healthy Starts for Young Children
Shape NC is a multi-year, multi-million dollar initiative of the Foundation and The North Carolina Partnership for Children, Inc., created to increase the number of children starting kindergarten at a healthy weight and ready to learn. Shape NC assists communities across the state to promote healthy eating and active play among North Carolina’s youngest children, from birth through age five. The initiative works with child care programs – focusing on food and nutrition policy, active play and outdoor learning environments – to instill healthy behaviors early on, creating a solid foundation for a healthy life. The program is currently engaging more than 200 child care sites and 10,000 children.

Community-Centered Health Initiative
The growing prevalence of disease and poor health calls for new approaches to improving health – approaches that focus on the environmental and social conditions that support good health in the first place. This philosophy drives our Foundation’s Community-Centered Health Initiative, in which partnerships composed of health care and community-based organizations are engaging in new ways with community members to identify and address systemic drivers of poor health – from housing, to transportation, to employment and more. The initiative is focused largely in three counties – Buncombe, Gaston and Guilford – where diverse stakeholders see the value in working together not simply to better their community, but as a pathway to bettering the health of all those living there.

Nonprofit Leadership Academy
The Blue Cross and Blue Shield of North Carolina Foundation’s Nonprofit Leadership Academy is an intensive learning lab to help nonprofits across the state develop the leadership, culture and strategy to be more adaptive, more effective, and more impactful. The program requires a high level of commitment from participants – including executive staff and board members from each organization – who, over the nearly yearlong program, receive customized resources and support to help them move forward on the key challenges and opportunities they face. Now in its third year, each Academy class features 16 organizations from across North Carolina with missions representing the diversity of the state’s nonprofit sector.
For more than 80 years, Blue Cross and Blue Shield of North Carolina has been committed to serving our customers with high-quality health coverage offered through a network of doctors and hospitals covering all 100 North Carolina counties. Blue Cross is the state’s leading health insurance company, counting one of every three North Carolinians among our customers — with more than 3.9 million members overall and more than 4,900 employees. Our headquarters is in the Triangle and we have major operations in Winston-Salem, Fayetteville and Charlotte as well. Structurally, our company is a not-for-profit, non-stock corporation which is, however, fully taxable under both North Carolina and federal law. Total federal, state and local taxes incurred for 2016 were $478.1 million.

Sponsorships and diversity funding

We are committed to organizations and programs in communities throughout the state. This includes approximately $5.8 million in annual gifts and sponsorships to nonprofit organizations supporting North Carolinians. We are equally committed to diversity-focused initiatives and organizations that engage our employees. Examples include the Human Rights Campaign, Meredith College, Radio One and the North Carolina Society of Hispanics.

An award-winning workplace culture

For the sixth year in a row, Blue Cross and Blue Shield of North Carolina was named one of the World’s Most Ethical Companies. Working Mother magazine named our company one of its 100 Best Companies for the tenth year in a row. And we earned certification from Great Place to Work as well. In addition, the Human Rights Campaign Foundation continues to recognize our company in its 100% Corporate Equality Index. The Index is a national benchmarking tool on corporate policies and practices related to lesbian, gay, bisexual and transgender (LGBT) employees. We provide equivalency in spousal and partner benefits. Our equal employment opportunity policy includes sexual orientation and gender identity expression.
2. Blue Cross and Blue Shield of North Carolina Internal Data
5. Blue Cross and Blue Shield of North Carolina Foundation Internal Data
   Overall membership includes self-funded groups and customers served on behalf of other Blue Plans.

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