



Headquarters: Jacksonville, Florida

Founded:

- In 1944, the Florida Hospital Service Corporation, the forerunner of Blue Cross of Florida, began operations in Jacksonville with a staff of four.
- In 1946, the Florida Medical Services Corporation was formed, eventually becoming Blue Shield of Florida.
- The two companies consolidated in 1980 to form Blue Cross and Blue Shield of Florida.

Organizational Structure:

Blue Cross and Blue Shield of Florida manages its business through three areas.

- **Health Business** – Our core business provides a full spectrum of health care plans and services. It carries the strong Blue brand and represents our largest customer base – approximately 4.2 million members – and a 30 percent market share, more than double the nearest competitor.
- **Life and Specialty Ventures** – A customer-driven group of insurance and related businesses that provide an array of solutions for company benefit and employee financial security needs. Major product lines include life, disability, dental, long-term care and third-party administration.
- **Government Business** – This business focuses primarily on traditional Medicare program administration and diversification into related markets. This sector is managed by the BCBSF subsidiary First Coast Service Options.

Vision, Mission and Values:

- **Vision:** “A company focused primarily on the health industry, delivering value through an array of meaningful choices.”
- **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.”
- **Values:** Customers, our reason for being; Employees, our most valued resource for our customers; Performance-based; Open, honest, ethical, respectful; Diverse and culturally competent; Participative, team-based, individual excellence; Learning organization, continuous improvement, speed to market; Relationship-based; Balance: family, health, work.



Products Offered:

Through the parent company, its family of subsidiaries and joint ventures, Blue Cross and Blue Shield of Florida offers a broad choice of affordable, health-related products and services.

- Blue Cross and Blue Shield of Florida, Inc. offers health care choices that include traditional indemnity health plans, PPO health products, consumer-driven health products, lower cost products for small businesses and individuals, Health Savings Accounts, and wellness and care management programs, among others.
- Health Options, Inc. and its controller affiliate Capital Health Plan, offers HMO products – including Medicare Advantage – and wellness programs. 
- Life and Specialty Ventures, LLC, a holding company jointly owned with Arkansas Blue Cross and Blue Shield (ABCBS), manages and markets a variety of products through USABLE Life, Florida Combined Life Insurance Company, Inc., and Florida Combined Insurance Agency. Products include life, disability, dental, long-term care, flexible spending and health reimbursement accounts.
- First Coast Service Options, Inc. is a third-party administrator for the federal Medicare program in Florida and Connecticut.
- Incepture Inc. is a customer-focused company providing the people and the power business customers need to succeed in today's ever-changing marketplace.  With more than five years of experience in professional Contingent Workforce Staffing, Incepture has been a leading resource for providing individuals or teams necessary for project-based work through its "People Solutions" line of business. Although Incepture's strength started in IT, it now includes Business Technology for non-IT areas: Finance, Marketing, Legal, Human Resources and other professional consultant needs. Through growing partner relationships, Incepture has also expanded into permanent Direct Hire. Incepture's second line of business is "Managed Solutions" where Incepture manages entire contingent workforce needs, vendors, capabilities and projects, thereby helping clients to reduce risk, ensure compliance and obtain value.
- Availity, L.L.C., Blue Cross and Blue Shield of Florida's joint venture with a subsidiary of Humana, Inc. and HCSC, is a leading provider of electronic administrative, clinical, and financial health care information services, optimizing the flow of information between multiple health care participants, including physicians, hospitals, health plans and other health care professionals. Availity's mission calls for the optimization of information between multiple health care stakeholders through a single, secure exchange on a regional basis. Availity serves more than 29,000 provider sites and 950 hospitals and supports batch electronic data interchange with more than 1,000 health plans. Commercial market share in the state of Florida is more than 90 percent. 
- Navigy, Inc., identifies health system inefficiencies and develops innovative and bold solutions by building partnerships with forward-thinking entities in the health industry.
- Novitas Health, a joint venture with Arkansas Blue Cross and Blue Shield, focuses on identifying opportunities for capability development.
- The Blue Foundation for a Healthy Florida, Inc. is Blue Cross and Blue Shield of Florida's not-for-profit philanthropic affiliate and promotes better health in Florida. 



Enrollment:

- Blue Cross and Blue Shield of Florida and its family of subsidiaries serve more than 7.7 million people.
- In its Health Business alone, Blue Cross and Blue Shield of Florida serves approximately 4.2 million members, a 30 percent share of the overall Florida health insurance market.
- Blue Cross and Blue Shield of Florida added more than 80,000 new members to its Health Business in 2008.
- In 2008, Blue Cross and Blue Shield of Florida experienced a consolidated retention rate of 91 percent among its customer base.
- Blue Cross and Blue Shield of Florida expanded its high performing provider network, Network Blue, to all of the state's 67 counties in 2005.

Financial Performance:

- In 2008, Blue Cross and Blue Shield of Florida experienced balanced financial performance. BCBSF reported consolidated total revenue of \$8.2 billion.
- Blue Cross and Blue Shield of Florida experienced its 20th consecutive year of positive financial performance in 2008.

Employees:

- Blue Cross and Blue Shield of Florida is one of Jacksonville's largest premium employers and a major force in both the local and state economy.
- Statewide, the company provides employment for approximately 6,500 individuals in Jacksonville, Miami, Ft. Lauderdale, Orlando, Tampa and Pensacola.

Accreditation:

The National Committee on Quality Assurance (NCQA) has rated:

- Our Commercial HMO Plan of Health Options, Inc. **Excellent**



External Financial Ratings:

- Standard & Poor's (A+); A.M. Best (A); Moody's (A2)





Commitment to the Community:

Blue Cross and Blue Shield of Florida has a deep commitment to give back to the communities we serve. Blue Cross and Blue Shield of Florida supports its mission by playing a unique role in advancing the health and well-being of Florida's citizens. We focus on a much greater commitment to the public good and continue to support Floridians through programs focused on health, education, children, the elderly, minorities, the uninsured and underserved, as well as initiatives that positively impact the quality of life in our communities.

- Through Blue Community Champions, employees volunteer thousands of hours every year to provide board leadership, feed the hungry, walk miles to raise funds for worthy causes, mobilize volunteers, and challenge other organizations to become involved. In 2008, our employees logged 30,000 hours volunteering in our communities. In addition, our employees have been number one in giving to the United Way campaign of Northeast Florida for the past nine years.
- Blue Cross and Blue Shield of Florida created The Blue Foundation for a Healthy Florida, Inc. in 2001. The Blue Foundation for a Healthy Florida works to positively impact Florida's many different health care challenges with a particular focus on the health and well being of the uninsured and underserved. As of year-end 2008, the Foundation has made 58 grants totaling \$10.5 million to Florida non-profit organizations.
- In 2008, Blue Cross and Blue Shield of Florida again displayed its strong commitment to charitable giving and made contributions to more than 360 non-profit organizations that touch the lives of people in all of Florida's 67 counties. The company made charitable contributions totaling \$14 million in 2008.



Miscellaneous Facts:

- Blue Cross and Blue Shield of Florida is the oldest and largest health plan provider in the state of Florida.
- The Blue Cross and Blue Shield system of plans consists of 39 independent and locally operated Blue plans with a total national enrollment of more than 100 million at year-end 2008, which equals one in three Americans. Blue Plans have experienced 14 consecutive years of positive enrollment.
- In 2008, BCBSF and its HMO subsidiaries processed more than 60 million claims on behalf of our members with approximately \$13 billion paid to physicians and other providers for our members' health care services. In addition, our Medicare subsidiary, First Coast Service Options, paid out \$18 billion in benefits on behalf of the federal Medicare program.
- In 2008, more than 3 million of Blue Cross and Blue Shield of Florida's 4.2 million health plan members filed claims or made inquiries related to their health care coverage.
- In 2007, BCBSF processed approximately 229,000 claims each business day, and paid on average approximately \$49.6 million each day (\$1.08 billion a month) to physicians and other providers for our members' health care services.
- As a tax-paying mutual insurance company, BCBSF paid more than \$200 million in state and federal taxes in 2008.





Key Milestones:

- 2001 – Blue Cross and Blue Shield of Florida incorporated The Blue Foundation for a Healthy Florida as a charitable non-profit organization to promote better health in the state of Florida.
- 2001 – Through its subsidiary Navigy, Blue Cross and Blue Shield of Florida partnered with Humana to create Availity – a multi-payer web portal that enables physicians and other health care providers to transact business with BCBSF, Humana and other payers from one web site.
- 2002 – Blue Cross and Blue Shield of Florida incorporated Incepture as a wholly-owned, for-profit subsidiary to deliver expert resources and innovative solutions to enable businesses and professionals to achieve their goals.
- 2003 – Blue Cross and Blue Shield of Florida partners with Arkansas Blue Cross and Blue Shield to create Novitas Health, a capability development joint venture.
- 2004 – The federal government approves the novation (transfer) of Blue Cross and Blue Shield of Florida's Medicare administrator contracts to First Coast Service Options.
- 2004 – BCBSF launches Generation RN, the company's signature program in strategic philanthropy, a statewide program of public/private partnerships with Florida-based foundations, community colleges, universities and health care providers. Generation RN is designed 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 each year. Endowed professorships, graduate student scholarships, and support for innovative programs help ensure sustained growth in nursing.
- 2005 – Blue Cross and Blue Shield of Florida and Arkansas Blue Cross Blue Shield finalize the completion of an alliance to combine their life and specialty business products under a new, jointly owned holding company, Life and Specialty Ventures, LLC.
- 2007 – BCBSF opened the Florida Blue retail store in Jacksonville. The store, one of the first of its kind nationally, is a new concept in the health insurance arena and is one additional component of BCBSF's move to a consumer-empowered retail environment. The second Florida Blue store opened in South Florida early in 2008.



Jacksonville Store



Pembroke Store



Awards/Milestones:

- Blue Cross and Blue Shield of Florida celebrates its 65th anniversary in 2009, and the Blue Cross and Blue Shield Association celebrates its 80th anniversary in 2009.
- From 2003-2008, BCBSF has been on either the Diversity Inc. Top 50 Companies for Diversity or 25 Noteworthy Companies lists. Diversity Inc. also recognized BCBSF as one of the top companies for executive women and for recruitment and retention.
- Availity is the recipient of several 2005 national and regional awards, receiving the Consumer Directed Health Care Award as second place winner for Best Web Site Facilitating Patient Relationship Management and the A.S.A.P. Alliance Innovation Award for demonstrating excellence in alliance management.
- In 2008, Blue Cross and Blue Shield of Florida was again the number one employee-giving group to the United Way of Northeast Florida for the eighth consecutive year.
- Jacksonville Magazine has repeatedly recognized Blue Cross and Blue Shield of Florida as one of the "Top 25 Companies That Care," in the Jacksonville community for our commitment to our communities.
- In 2006, Hispanic Magazine honored BCBSF and named the company as one of the "Top 100 Companies Offering the Most Opportunity for Hispanics."
- In 2006 Generation RN, the company's signature program in strategic philanthropy, received the Stevie Award for Best Corporate Social Responsibility Program from American Business Awards. Also, Generation RN received the 2006 Workforce Champion Award from Workforce Florida, Inc. and the Agency for Workforce Innovation.
- Availity was the 2006 recipient of the Northeast Florida Excellence in IT Leadership Award. Also in 2006, Availity received the ehealthcare Leadership Award at the 10th Annual Healthcare Internet Conference.
- Generation RN was the 2007 recipient of the Corporate Citizen Award from the American Association of Colleges of Nursing.
- In 2007, BCBSF was selected as the recipient of The Able Trust's Large Employer of the Year award. The award recognizes companies for outstanding leadership in the employment of persons with disabilities.

Contact Information:

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