

# Insight

Monthly highlights of Blue Cross and Blue Shield Association news

March 2008



BlueCross BlueShield  
Association

An Association of Independent  
Blue Cross and Blue Shield Plans

## Blue Cross and Blue Shield companies designate Blue Distinction Centers for Complex and Rare Cancers<sup>SM</sup>



BCBSA team members from Office of Clinical Affairs, Legal and Governance, and Strategic Services who contributed to the Blue Distinction Centers for Complex and Rare Cancers initiative include, first row from left Maria Frank, Felicia Nicholson, Deb Patterson, Pat Anderson and Lisa Patterson. Second row from left are Mary Kay Dudley, Carole Flamm, Stephanie Hauge and Toni Mills. Not pictured: Sally Bleeks, Paul Cholette, Lisa Johnson, Laura Kelly and Michelle Villerete.

As part of its ongoing efforts to improve the overall quality of healthcare in America, the Blue Cross and Blue Shield Association has expanded the Blue Distinction<sup>®</sup> designation.

Earlier this month, BCBSA announced the designation of more than 80 Blue Distinction Centers for Complex and Rare Cancers across 33 states. This expansion brings the total number of Blue Distinction Centers to nearly 800 facilities in 42 states selected on the basis of providing quality care in the areas of bariatric surgery, cardiac care, transplants, and now, complex and rare cancers.

### Why complex and rare cancers?

Complex and rare cancers comprise approximately 15 percent of new cancer cases each year, making it difficult for consumers to locate or research facilities with oncologists and surgical teams that are experienced in treating these specific malignancies.

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New management development program

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## BCBS companies designate Blue Distinction Centers for Complex and Rare Cancers<sup>SM</sup> continued

Expansion of the Blue Distinction designation to the treatment of complex and rare cancers will help a very specific patient population in need of skilled facilities to treat these complicated cancers.

Blue Distinction Centers for Complex and Rare Cancers offer comprehensive inpatient programs for adults with certain complex and rare cancers. This initial phase focuses on inpatient care, through multidisciplinary treatment and planning, with particular emphasis on complex, major surgical treatments by teams with distinguished expertise and subspecialty training for the following complex and rare cancers:

- bladder cancer
- bone cancer
- brain cancer – primary
- esophageal cancer
- gastric cancer
- head and neck cancers
- liver cancer
- ocular melanoma
- pancreatic cancer
- rectal cancer
- soft tissue sarcomas
- thyroid cancer – medullary or anaplastic
- acute leukemia (inpatient/non-surgical)

### Establishing objective criteria

Selection criteria for Blue Distinction Centers for Complex and Rare Cancers are objective, evidence-based thresholds for clinical quality. These criteria were developed in strategic collaboration with the National Comprehensive Cancer Network, a not-for-profit alliance of 21 of the world's leading cancer centers, and with additional input from a panel of leading clinicians and professional organizations.

To be designated a Blue Distinction Center for Complex and Rare Cancers, the facility must meet specific thresholds, including:

- multidisciplinary team input, including sub-specialty trained teams for complex and rare cancers, and demonstrated depth of expertise across cancer disciplines in medicine, surgery, radiation oncology, pathology and radiology
- ongoing quality management and improvement programs for cancer care
- ongoing commitment to using clinical data registries and providing access to appropriate clinical research for complex and rare cancers
- sufficient volume of experience in treating rare and complex cancers

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The full list of criteria and designated Centers are available on [www.bcbs.com](http://www.bcbs.com). Looking ahead, Blue Cross and Blue Shield companies anticipate expanding the list of facilities designated as Blue Distinction Centers for Complex and Rare Cancers during the RFI cycle as well as developing future designations for facilities that treat more common forms of cancer. ■

The Blue System recognizes that the majority of patients' multidisciplinary treatments may be best accomplished by integrating the expertise available in a Blue Distinction Center with locally available treatment resources, especially for outpatient chemotherapy and radiotherapy. Optimal support of a patient's long-term and palliative-care needs will be achieved by coordination of care between the Blue Distinction Center, the patient, the patient's family, local physicians and their local Blue company. The Blues<sup>®</sup> encourage patients' care coordination between a Blue Distinction Center and their community treatment setting following their primary surgical treatment, as appropriate, to support patient-centered care.

*Note: Designation as Blue Distinction Centers means these facilities' overall experience and aggregate data met objective criteria established in collaboration with expert clinicians' and leading professional organizations' recommendations. Individual outcomes may vary. To find out which services are covered under your policy at any facility, please call your local Blue Cross and/or Blue Shield Plan.*

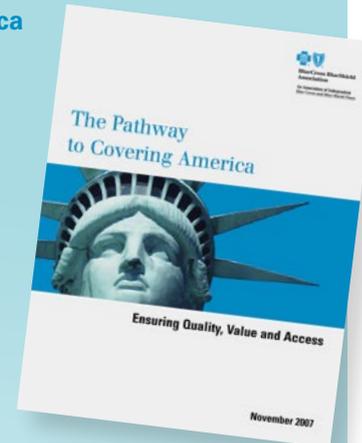
### The Pathway to Covering America

"In our recently released The Pathway to Covering America report, we identify Blue Distinction as being a prime example of how The Blues<sup>®</sup> are collaborating with leading providers to recognize outstanding achievements in health-care for our more than 100 million members," said Scott Serota, BCBSA president and CEO.

"In the current healthcare system, 30 cents of every dollar is spent on care that is ineffective, inappropriate or redundant," he said. "A key goal of Blue Distinction is to promote better healthcare by enabling our members to make better informed decisions on the care that is best for their needs. Blue Distinction identifies facilities that offer quality care for these specialty areas, based on objective, evidence-based selection criteria."

By identifying Blue Distinction Centers that meet rigorous, objective, evidence-based criteria for clinical quality, established in collaboration with leading medical specialists and professional organizations, The Blues<sup>®</sup> are working to improve the quality of healthcare for all Americans.

Blue Distinction is a key strategic component of Blue Vision 2015 and [The Pathway to Covering America](#). The report includes a five-point plan to improve access and healthcare quality.



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Proud Moment.  
Strong Future.

We are  
celebrating  
**100 million**  
members!



## It's official! Blue System tops 100 million members

The year ended on an all-time high with Blue System membership surpassing the 100-million member mark. As of Dec. 31, 2007, 100.2 million members were reported — the highest total enrollment in the history of the Blue System. This represents the 13th consecutive year of growth in System-wide membership.

Total System-wide enrollment increased by 1.6 million members, or 1.6 percent over 2006.

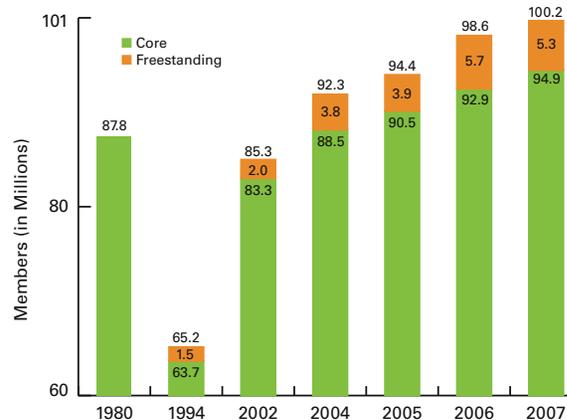
The largest percentage of System-wide product growth continues to

be in the PPO product, with 3.5 million new members (5.3 percent) for the full year. Total System-wide enrollment comprises 33 percent of the U.S. population. This is up from 32.7 percent as of Dec. 31, 2006.

Of the 39 Plans, 26 (66.7 percent) reported membership gains during 2007. The five largest Plans comprise 55.4 percent of System-wide enrollment, up from 54.7 percent in 2006.

More information on the year-end [enrollment highlights](#) and fourth quarter 2007 results are on BlueWeb. ■

System-wide Enrollment History



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# BCBSA achieves 107 percent score for 2007 corporate objectives

The Blue Cross and Blue Shield Association achieved a score of 107 percent on its 2007 corporate objectives. This tops the target of 100 percent, and is just shy of superior performance, which is 120 percent. BCBSA's Performance Bonus Program, which was administered this month, reflected the available bonus pool based on the achievement of the corporate objectives.

The five corporate goals, each weighted from 15 percent to 25 percent, included 18 objectives. Two goals (Protect and enhance the Brands through effective license administration and ensure effective representation of Plans' interests in national forums) reached a superior level of achievement while three goals reached target levels (Ensure the Blues are the consumers' brand of choice, ensure operational excellence in BCBSA programs and Contribute to the success of the System).

Three objectives were not attained: to reach at least 85 percent of local provider satisfaction with the BlueCard®

Program, to achieve Blue Healthcare Bank<sup>SM</sup> enrollment and to achieve or exceed Plans' aggregate Blue enrollment forecast for the 12 months ending Sept. 30, 2007.

Surveys show that provider satisfaction remained flat in 2007. To address provider satisfaction, the Inter-Plan Programs Committee endorsed multi-year provider satisfaction goals based on key drivers of provider satisfaction and improvement initiatives related to Plan performance and BlueCard platform performance. The Committee also approved a multi-year approach to Plan performance measurement, including incorporating an end-to-end claims measure.

Blue Bank did not achieve the enrollment goal and the System membership objective was not achieved, as the Plan forecast was for 1.9 million new members.

A complete update of the 2007 corporate objectives is located at G Drive/Corporate Planning/2007. ■



## 2008 Corporate goals

- *Protect and enhance the Brands through effective license administration.*
- *Ensure the Blue Brands are the consumers' brand of choice.*
- *Ensure effective representation of Plans' interests nationally.*
- *Ensure operational excellence in BCBSA programs.*
- *Contribute to the success of the System.*

*This year, there are 16 objectives supporting the corporate goals, and each goal is weighted at 20 percent.*

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Phillip Pope, president and CEO of the Alabama Plan, left, accepted a Brand Excellence Award from BCBSA president and CEO Scott Serota.

## BCBSA recognizes Plans with Brand Excellence Awards

The Blue Cross and Blue Shield Association presented its prestigious Brand Excellence Awards to Blue Plans at the March Board meeting.

The Brand Excellence Award program, now in its 13th year, recognizes Blue Plans that demonstrated exceptional performance in building the strength and image of the Blue Brands during the past year.

Fourteen awards were presented, recognizing outstanding Plan achievement in six categories. The first four categories are based on performance within distinct market share groups. There is one winner for each group, however, this year, Plans tied in one of the groups in each of those categories.

Brand Excellence Awards were presented to Anthem Blue Cross and Blue Shield - Indiana and Blue Cross and Blue Shield of Louisiana for the first time. Blue Cross and Blue Shield of Alabama has been an award winner since the Award's inception. ■

### 2007 Brand Excellence Award Winners

#### Unaided Brand Awareness Increase

Independence Blue Cross – tie  
 Excellus BlueCross BlueShield – tie  
 Blue Cross & Blue Shield of Mississippi  
 Blue Shield of California

#### Enrollment Growth

Arkansas Blue Cross and Blue Shield – tie  
 Blue Cross Blue Shield of Delaware – tie  
 Anthem Blue Cross and Blue Shield - Indiana  
 Anthem Blue Cross and Blue Shield - Nevada

#### Member Recommendation

Blue Cross Blue Shield of Michigan – tie  
 Independence Blue Cross – tie  
 Highmark Blue Cross Blue Shield  
 Capital BlueCross

#### Member Retention

Blue Cross and Blue Shield of Alabama – tie  
 CareFirst BlueCross BlueShield of Maryland – tie  
 Blue Cross and Blue Shield of Louisiana  
 Mountain State Blue Cross & Blue Shield

#### Brand Extension

Regence BlueCross BlueShield of Utah (2005)

#### Provider Satisfaction

Blue Cross and Blue Shield of Kansas (2001)

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# BCBSA releases sixth annual *Medical Cost Reference Guide*



*Michael Policarpio, senior consultant, Strategic Services, served as the project manager for the 2008 Medical Cost Reference Guide. The guide includes topics such as health spending, utilization, chronic disease and obesity, as well as trends in hospitals and among physicians, consumers and the uninsured.*

What Blue Cross and Blue Shield Association publication is viewed more than 10,000 times a month and downloaded from [www.bcbs.com](http://www.bcbs.com) about 1,000 times a month? The **Medical Cost Reference Guide** (MCRG), is one of the most comprehensive collections of data from government, academic, business sources and BCBSA. The 2008 MCRG — now in its sixth year of publication — was released this month and is a valuable resource for researchers, policy-makers and the media.

“The MCRG provides comprehensive information on healthcare economics, healthcare utilization and management,” said Michael Policarpio, senior consultant who served as project manager to collect, analyze and present the information in the guide. “It is objective with information and trends derived from nationally recognized, fact-based and peer-reviewed data sources.”

The 2008 MCRG features an expanded section on international healthcare spending and compares information on U.S. health spending to other countries. Another new section aligns with the blueprint for BCBSA’s uninsured proposal and includes information on individuals who purchase healthcare insurance and government-based insurance coverage.

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BCBSA releases sixth annual *Medical Cost Reference Guide* continued**Medical Cost Reference Guide quiz:**

Do you know the answers to these questions? If not, refer to the [Medical Cost Reference Guide](#) on BlueWeb. E-mail your responses (the number of the question and the letter of your response) to [David Bonini](#). There will be a drawing April 11 from among those with the correct answers; five winners each will receive a \$10 gift card for a healthy drink at Jamba Juice or Au Bon Pain.

1) *The U.S. spends more than any other country on healthcare, both as a percentage of Gross Domestic Product and as a percentage of total government spending?*

**a: True    b: False**

2) *Approximately how many avoidable deaths are there per year resulting from variations in care?*

**a: 15,000    b: 45,000    c: 75,000    d: 90,000**

3) *In the United States, the proportion of healthy weight adults is \_\_\_\_\_ the number of obese individuals?*

**a: Less than    b: About equal to    c: Greater than**

4) *About \_\_\_\_\_ in every five Americans is covered by employer-based private insurance; while about one in every five Americans is uninsured.*

**a: One    b: Two    c: Three    d: Four**

5) *Annually, the number of deaths attributable to smoking exceeds the number of deaths from HIV, illegal drug use, motor vehicle injuries, suicides and murders combined?*

**a: True    b: False**

**2008 Town Hall meetings**

Mark your calendars to meet with Scott Serota to discuss new corporate initiatives and programs at the all-employee Town Hall meetings.

**Chicago office:**

**Sept. 19**

10 – 11 a.m.

Location TBD

**D.C. office:**

**April 8**

11 a.m. – Noon

(followed by 100 million member celebration)

Rooms 1150 A and B

**D.C. office:**

**October 13**

11 a.m. – Noon

Rooms 1150 A and B

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# Blue Plans honored with BlueWorks® Awards for improving healthcare

Four Blue Cross and Blue Shield companies are recipients of the most recent BlueWorks® awards. The winners are Blue Cross and Blue Shield of Texas, Blue Cross of California, CareFirst BlueCross BlueShield and WellPoint, Inc. They were recognized recently for programs that showcase how Blue Cross and Blue Shield companies are pioneering programs with proven outcomes.

BlueWorks was developed by BCBSA in collaboration with the Harvard Medical School's Department of Health Care Policy. Department researchers evaluate Blue Cross and Blue Shield company programs on innovation, efficacy, robust design and the potential for replication. Since 2004, Harvard Medical School's Department of Health Care Policy has recommended 44 Blue Cross and Blue Shield company programs as BlueWorks winners.

The following winning Blueworks programs are examples of how the Blues® are reshaping America's landscape by becoming active partners in the health and wellness of its members.



## Reducing employee disability

Recognizing that employee disability is a serious concern for employers, **Blue Cross and Blue Shield of Texas** implemented Blue CareLink<sup>SM</sup> Integrated Medical and Disability Management Program. Blue CareLink promotes early identification of proactive intervention and aggressive follow-up with members whose medical conditions could place them at risk for prolonged disability.

One year after the program's inception, more than half of the enrollees in Blue CareLink returned to work earlier than expected based on national averages for their type of injury. This resulted in cost savings of more than \$6.2 million for employers and minimized loss of wages for employees.

## Reducing non-emergency Emergency Room visits

**Blue Cross of California's** Take Charge of Your Health – Self-Care Initiative, is a nationwide enhancement of BCC's original pilot effort aimed at reducing non-emergent Emergency Room (ER) visits. With the focus on redirecting non-emergency care to a primary care setting, the Self-Care Initiative also includes a strong emphasis on changing behavior and self-care management through the use of education and one-on-one assistance.

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In its first year, the Self-Care Initiative observed a more than 50 percent decrease in ER use among members enrolled in the program. The return on investment is significant in terms of decreased ER utilization, improved hospital relations and improvement in access to primary care.

### Raising inner-city awareness of cardiovascular risk factors

**CareFirst BlueCross BlueShield's** Hair, Heart and Health, launched in Baltimore City, Md., in mid-2006, focuses on raising awareness of cardiovascular risk factors among clients of inner-city salons and barbershops. At least three hair care professionals are trained at each site to provide blood pressure screenings and counseling about the causes and effects of cardiovascular disease, and offer ideas for lifestyle changes to help their customers prevent having a heart attack or stroke.

CareFirst's Hair, Heart and Health initiative has been embraced by the community. Eleven shops and salons screened nearly 800 customers in the program's first year — while providing ongoing monitoring to more than 200 known hypertensive patients. The tremendous success of the program led to the expansion of the program into Washington, D.C., in late 2007.

### Improving members' healthcare

**WellPoint, Inc.**, the parent company of Anthem Blue Cross and Blue Shield, Blue Cross of California, Blue Cross and Blue Shield of Georgia and Empire Blue Cross and Blue Shield, developed a Member Health Index (MHI) — a tracking system that incorporates almost all of its health plans' nearly 35 million members.

The MHI combines more than 40 healthcare measures, including screening and prevention, care management, clinical outcomes and patient safety. Using a proprietary calculation developed by a multi-disciplinary team, including quality improvement experts, healthcare economists and clinicians, the MHI tracks the health plans' progress toward improving members' health through education, care management and wellness programs. WellPoint's MHI results can help define opportunities to improve the healthcare experience of its health plans' members. ■

The BlueWorks winners reflect the commitment of Blue Cross and Blue Shield companies to improve the quality and value of healthcare in the United States by encouraging research on what works; changing incentives to promote better care; empowering consumers and providers; promoting health and wellness; and expanding coverage through public-private coverage solutions.

The winning programs align with these five key areas recently detailed in BCBSA's report [The Pathway to Covering America](#).

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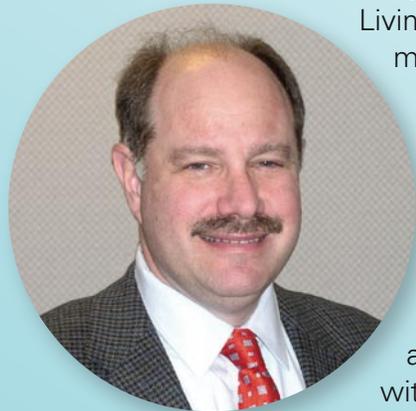
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## Sabbatical program offered volunteer opportunities to two employees

Within the last several weeks, two employees returned to BCBSA following fulfilling experiences during sabbaticals. The BCBSA Sabbatical Program, which began last year, allows eligible employees paid time away from work to pursue unique development, community service or special life-planning activities.

**Gerry Cizek**, senior consultant for Strategic Government Initiatives, Strategic Services, volunteered at the



Weinberg Community for Senior Living in Deerfield, Ill., a community within the agency CJE SeniorLife. He led discussion groups on current events, history, politics and business, read to Alzheimer's residents, helped organize and run off-site activities and had one-on-one visits with residents. He also arrived at 7:30 a.m. to help

serve breakfast and coffee to the residents.

"I've always been involved with volunteering in my community for school activities, coaching and through my temple. I've also been active here at BCBSA in the mentoring program, Diversity Council, Credit Union and

Special Olympics. I've taken great satisfaction in being able to help others. I find that by helping others, you also help yourself," Cizek said.

Cizek feels this experience has left a permanent impression on him, one that has changed his life and will shape his future community service and overall relationships.

"I learned that we need to honor our senior citizens, and one of the best ways to do that is to make them feel that they matter," he said. "Based on their feedback, I feel I made a real connection with the residents. Additionally, the staff at Weinberg Community felt I made a valuable contribution." Since his sabbatical ended, Cizek has already volunteered on the weekends and intends to continue volunteering for CJE SeniorLife.

**Joanne Kitsos**, senior consultant, Brand Strategy and Marketing Services, was involved in a professional development communication project



to benefit the International Association of Business Communicators (IABC), a worldwide organization of professional communicators. The project was to communicate the findings of a research study on the

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value of accreditation to individuals, their organizations or clients, and to the enhancement of the communication profession.

“Accreditation is a global professional credential that recognizes communicators who have demonstrated their ability to think and plan strategically,” Kitsos said. “Those who meet the portfolio and exam requirements earn the Accredited Business Communicator (ABC) designation.”

She said the study findings show that ABCs give credibility to themselves, their organizations, their industries and the profession. In addition, ABCs add value to their organizations or clients by practicing strategic communication management.

During the six-week sabbatical, Kitsos, an Accredited Business Communicator, focused on developing a communication toolkit that included articles, talking points, letters, a video and a presentation that could be used by the more than 100 chapters in IABC. She continues to volunteer in developing other marketing materials for the project.

“The sabbatical experience was completely focused and extremely satisfying,” Kitsos said. “I feel I may have helped to positively influence the perception of communicators and the profession and advance the value of strategic communications.” ■

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**Are you a manager or a leader?**

**What is the difference?**

**Why does it matter?**

**Is there a place for both?**



*Introducing a new management development program:*

**“The Art of Leadership and the Science of Management”**

*This course will provide you with an in-depth understanding of both roles. It will help you find the proper balance between managing goals and priorities, and leading through coaching and mentoring. You will receive an objective analysis of your personal management and leadership strengths and development areas. You'll gain insight into how your skills as a leader and manager are impacting the results your group delivers.*

**April 29-30 ■ 9 a.m. to 5 p.m.**

**Second Floor Conference Center**

**Course fee: \$500**

**Enroll through the Blue Learning Center**

*Participants must complete Tracks 1 and 2 of the Passport management development curriculum prior to attending.*

# BCBSA employees' blood donations save lives

According to the American Red Cross, three lives each were saved by BCBSA employees when they recently donated blood. In the Chicago office, 27 employees participated in the blood drive in February, and 20 D.C. office employees donated blood this month — saving a total of 141 lives.

These blood drives are just one way employees can take lifesaving measures for others. Another way is by registering for organ, tissue and marrow donations. More than 98,000 Americans are waiting for life-saving organ transplants and thousands more could benefit from tissue transplants. As a member of the U.S. Department of Health and Human Services Workplace Partnership of Life Campaign, BCBSA is committed to raising awareness of the need for organ, tissue, marrow and blood donations.

Destiny's future is bright thanks to the liver transplant that saved her life.



Destiny wants to be a doctor when she grows up. The active 6-year-old loves to climb, dance and play. As an infant she was given only six months to live. Thanks to the generous gift of an organ donor, Destiny is now the picture of health.

Destiny, liver recipient

**DONATE LIFE America**

**You have the power to Donate Life. Be an organ, eye and tissue donor.**

To find out how, go today to [www.donatelife.net](http://www.donatelife.net) or call 1-866-LETS GIVE.

"With the passing of a new law, it's important for those in Illinois to reregister their organ and tissue donation decisions if they have not done so since Jan. 1, 2006," said Pat Anderson, project manager, Specialty Programs, Office of Clinical Affairs. "Otherwise, a family member or another legal authority must still give consent for you to be a donor."

For more information and to register your decision in the Illinois Organ/Tissue Donor Registry, Illinois residents can go to [www.DonateLifeIllinois.org](http://www.DonateLifeIllinois.org). If you live in another state, go to [www.donatelife.net/](http://www.donatelife.net/) to learn how to designate a donor decision where you live.

Go to <http://www.donatelife.net> to obtain more information on organ and tissue donations. Go to <http://www.marrows.org> for more information on bone marrow donations. Additional material will be available during BCBSA health fairs on these dates:

**Aug. 14 – Chicago office**

**Aug. 18 – D.C. office**

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Employee news



## Volunteers make a difference at Special Olympics



*Last year, the silent auction raised \$7,740 to purchase practice and exhibition uniforms, sporting equipment and office supplies for the Kosciuszko Park Team in Chicago*

"I feel that I received so much more than I offered as a Special Olympics volunteer," said David Urbanczyk, manager, Business Decision & Support, who volunteered for the 2006 Spring Games. "These competitors are true role models as they display their passion, dedication, all-out effort and pride."

BCBSA is again offering employees the opportunity to volunteer with paid absence for Special Olympics events. Volunteers are needed for the 40th Annual Spring Games in Chicago, from 8 a.m. to 4 p.m. at Eckersall Stadium (2423 E. 82nd St.) on May 7-8. Athletes will compete in events to include 50 to 1500-meter runs, standing and running long jumps, shot put, softball throw, high jump, hurdles, walk races, wheelchair competitions and assisted walk races.

BCBSA volunteers most likely will be assigned to serve as roving photographers, timekeepers and award presenters

at the individual events. Jennifer Anderson, manager, ITAD Program Management, Information Technology, has performed several of these activities. She has volunteered for the past seven years and intends to participate this year.

She said, "I was a high school athlete so I know the joy one experiences when competing. I like to share that with the kids." Anderson is impressed with what Special Olympics does to help the athletes compete. "One blind girl I helped last year was running a track event," she said. "To help her stay in her lane, eight people held a tow rope taut over 100 meters."

To volunteer, obtain approval from your manager and e-mail Cynthia Tomei by April 18. Include which day you will volunteer, your T-shirt size and whether or not you need transportation to and from the stadium.

Transportation to and from the games will be provided for those who need it. The bus will leave BCBSA (board on Lake Street) at 7 a.m. and return at 5 p.m.

Additional information and a volunteer form will be distributed in the week preceding the Games. ■

### D.C. Special Olympics Summer Games May 20-22

The Special Olympics will be held at Catholic University in Washington, D.C., on May 20-22. If you're interested in volunteering, contact Cynthia Tomei at x5948.

### Special Olympics silent auction April 2

The silent auction for the Special Olympics will be held in the Second Floor Conference Center in the Chicago office from 11 a.m. to 2 p.m. on April 2 to benefit a Special Olympics team.

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## Save the date: National Walk @ Lunch Day, April 30

BCBSA employees will join thousands of people across the country participating in the second annual National Walk @ Lunch Day<sup>SM</sup> at noon on Wednesday, April 30.

Last year, 30 Blue Plans in 46 states, the District of Columbia and Puerto Rico participated in National Walk @ Lunch Day, helping to encourage working Americans to take more active roles in their health by incorporating physical activity into their daily workplace routines.

In Chicago, the walk will begin at Richard J. Daley Bicentennial Plaza in Grant Park (across from the Blue Cross and Blue Shield of Illinois building). In D.C., the walk will start at the Department of Health and Human Services headquarters.

Mark your calendars now for a fun lunchtime walk on April 30. More details will be provided as the event approaches.



*Next month's walk is expected to draw more people than the nearly 2,500 who participated in last year's National Walk @ Lunch Day events in Chicago and D.C.*



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## new employees

### Yvette Beasley Pollard

Office of Clinical Affairs,  
Coordinator  
*Integrated Health Resources*

### David Clayman

Senior Consultant, Business  
Performance  
*Federal Employee Program*

### Cristina Colon

Administrative Coordinator  
*Inter-Plan Programs*

### Camille Constantin

Associate Consultant  
*Brand Strategy and  
Marketing Services*

### Ursula Fletcher

Project Manager, Blue  
Distinction Clinical  
*Integrated Health Resources*

### Joseph Johnson

Senior Consultant, Claims  
Modernization  
*Inter-Plan Programs*

### Praveen Katakam

Software Engineer II  
*Information Technology*

### Marie Lee

Consultant, Data Analysis  
*Federal Employee Program*

### Sean Lynch

Product Verification Analyst II  
*Information Technology*

### Allison McGee

Executive Director, Blue  
Health Intelligence Project  
Management Office  
*Informatics*

### Kathleen Olsen

Director, Pharmacy Initiatives  
*Integrated Health Resources*

### Ryan Owens

Junior Product Verification  
Analyst  
*Information Technology*

### Donna Pak

Senior Recruitment Specialist  
*Human Resources*

### Adam Rhine

Senior Consultant  
*Brand Strategy and  
Marketing Services*

### Rikela Smith

Consultant, Licensee Desk  
Level Audit  
*Inter-Plan Programs*

### Bradley Steeves

Senior Consultant, Budget/  
Finance  
*Inter-Plan Programs*

### George Wang

Intern  
*Human Resources*

### Xiao Li Wang

Production Support Analyst II  
*Information Technology*

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## returning employees

### Steven Glowiak

Executive Director, Plan  
Alliances and Customer  
Relations  
*Federal Employee Program*

## on the move

### Ashish Dave

Senior Project Manager,  
Business Informatics  
*Informatics*

### Nat Kongtahworn

Managing Director,  
Technology Evaluation Center  
Operations  
*Technology Evaluation Center*

### Wendolyn Marinkovich

Director  
*Integrated Health Resources*

### Thomas Meier

Managing Director, Business  
Development  
*Federal Employee Program*

### Matthew Schuller

Manager, Network Strategies  
*Integrated Health Resources*

## anniversaries

### 30 Years

#### Diane McCain

*Federal Employee Program*

#### Patricia Rybczyk

*Finance*

### 25 Years

#### David Strong

*Inter-Plan Programs*

### 20 years

#### Sheila Hopkins

*Office of Policy and  
Representation*

#### Karen Smith-Cotten

*Federal Employee Program*

### 15 Years

#### Kathleen Ziegler

*Technology Evaluation  
Center*

### 10 Years

#### Deborah Bandura

*Human Resources*

#### Angela Harris

*Inter-Plan Programs*

#### Cynthia Taylor

*Inter-Plan Programs*

#### Daniel Wessels

*Information Technology*

#### Paul Hoover

*Internal Audit, Compliance  
and Anti-Fraud*

### 5 Years

#### David Rice

*National Labor Office*

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retirements

Terri Carlton  
11 years  
Meeting Services

kudos

To Paula Spurway, FEP, for earning a Fellow, Academy for Healthcare Management (FAHM) designation.

special thanks

Special thanks to the following individuals who contributed to this issue.

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