



Blue Cross Blue Shield

is committed to growing
a healthier Michigan



**Carrying a Blues card means
you're part of our unique mission.**

By providing access to quality health care to everyone who needs it, we're cultivating healthier communities where people want to live, work and play.

With more than 70 years behind us, we see Michigan as our home, not just our market.

**Let's build a healthier
future together.**



Blue Cross
Blue Shield
of Michigan

2011

Now that's how a small business grows.



Invested in Michigan

Our **social mission** sets Blue Cross Blue Shield of Michigan apart from other health plans.

We're the only **nonprofit health insurer** that guarantees everyone in Michigan access to high-quality care. Our focus is on people, not profits.

To learn more about our mission, visit bcbsm.com/annualreport.

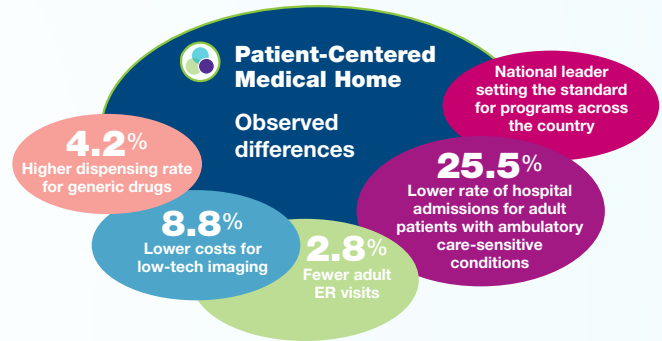
We fund programs to tackle Michigan's health problems, such as childhood obesity

- Since 2009, we've distributed Building Healthy Communities grants to 39 schools, benefiting more than 14,000 students in Michigan.
- We sponsor regular health incentive campaigns such as the Win by Losing employee weight-loss contest and Body & Soul BLUE challenge for African-American churches.

We're a national leader in health innovation and collaboration

Our partnerships save lives, protect people and save money.

- We sponsor collaborative quality initiatives with hospitals and providers that target the most common and costly surgical and medical procedures.



- Our collaborative Value Partnerships are at the forefront of nationwide initiatives, driving health quality and outcomes providing incentives to providers for outcomes related to a wide variety of specific conditions and services

We provide coverage for anyone who needs it

Unlike our competitors, we accept everyone who asks for care, regardless of medical history.

We increase access to health care for the uninsured

Blue Cross helps provide care for the poor and uninsured. When people can't pay for care, their costs shift to everyone else who pays health care premiums.

- We provide financial support to 47 free health clinics across Michigan.
- We subsidize the MICHild program, a state government program, that covers 30,000 children of low-income families.
- We subsidize coverage for seniors and people transitioning from employer-sponsored coverage.

And we're committed to Michigan's economic comeback

- We paid an average \$2.26 million per hour in health benefits in 2009 for a total of \$19.8 billion.
- We spent more than \$311 million with Michigan-based suppliers in 2009.
- We have more than 7,000 employees working throughout Michigan.

2011



Blue Cross Blue Shield of Michigan