

# Compass

Striving for a Healthy Community within Rhode Island

## Taking Shape

It's a busy and exciting time here at [Blue Cross & Blue Shield of Rhode Island \(BCBSRI\)](#). Change is definitely in the air. One of the most significant changes is our new strategy for making the healthcare system more patient-centered, efficient, affordable, and focused on quality. Over the course of the next few years, this new strategy will transform the company's operational focus and impact all aspects of our business, including the four pillars of our corporate social responsibility (CSR): leadership, community, environment, and diversity and inclusion.

In this issue of *Compass*, we introduce you to the newest members of our executive leadership team, both of whom will be instrumental in implementing the new business strategy. We will also give you an update on the exciting developments in each of our CSR focus areas—all designed to prepare the company for the future.

Thank you for your interest in BCBSRI and what we are doing to improve the health of our members and the community. If there's something on your mind, please e-mail me at [linda.newton@bcsri.org](mailto:linda.newton@bcsri.org) and share your thoughts.

Sincerely,



Linda Newton  
Vice President of  
Community Relations,  
CSR & Diversity



## BCBSRI's Board Approves New Business Strategy

On April 25<sup>th</sup>, the Board of Directors approved a plan for transforming BCBSRI into a more market-focused, customer-centric organization that will measurably improve the health of our members while reducing their healthcare costs. "This transformation is critical to our long-term success," said Jim Purcell, President and CEO. "Now that we have Board approval, we are finalizing a comprehensive operational plan, which will detail how and when we implement the new strategy."

Over the past year, the Board and the executive leadership team have been involved in long-term strategic planning with the purpose of significantly impacting the affordability of health insurance in Rhode Island. "Our goal here is not merely to keep pace with the competition or the marketplace," said Deborah Jacobson, Board Chair. "This is our chance to actually lead the way to better health and healthcare for the people of Rhode Island."

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## Bill Wray and Mark Waggoner Join BCBSRI

We are pleased to welcome two new executive leadership team members: Executive Vice President and Chief Information Officer William Wray and Vice President of Provider Contracting and Chief Contracting Officer Mark Waggoner. Both will play key roles in implementing our new business strategy and organizational transformation.



**Bill Wray** is responsible for developing and driving technology strategies, policies, and best practices to support the company's operational objectives,

including our core system replacement project that will support the business strategy. Before joining us, Mr. Wray spent nearly 20 years in the financial industry, most recently as Vice Chairman and Chief Information Officer at Citizens Financial Group.



**Mark Waggoner** is responsible for the strategic and operational oversight of our Physician and Provider Contracting Division. He will work to build

new relationships with providers and support their critical role in improving the health of our members. Mr. Waggoner recently joined us after serving in a variety of capacities at Harvard Pilgrim for the past 11 years, most recently as the Director of Network Contracting.

### BCBSRI Launches Green Team

As a major employer, BCBSRI has a responsibility to preserve the environment—and our new LEED®-certified building is a major component of our commitment. We are also pleased to announce the launch of the BCBSRI Green Team. Made up of employee volunteers, the primary role of the Green Team is to identify and implement improvements to help us operate in a more environmentally sustainable way. These changes may take different forms, encompassing employees' personal interests, company infrastructure, business processes and practices, and in some cases, business strategy.

Tom Bovis, Assistant Vice President, Corporate Real Estate and Administrative Services, is leading the company's environmental initiative and is the Green Team's executive sponsor. Green Team members will motivate and educate employees in environmentally friendly practices. This requires a commitment to stay informed on national, global, and other corporate (including other Blue Cross Blue Shield companies) initiatives and trends. Green Team members will participate in the company's carbon footprint analysis, as well as communicate and promote a culture of environmental awareness at BCBSRI. They will also bring the concerns of other employees to the Green Team committee.

Serving on the Green Team encourages members to grow both personally and professionally through a variety of development opportunities, including seminars and conferences. The Green Team is just one more way we are leading by example—to reduce, reuse, recycle, and rethink.

### Investing in Better Health

BCBSRI recently announced the launch of our Electronic Medical Record (EMR) Grant Program, which will provide funding to primary care physicians (PCPs) and specialists in selected fields who implement EMR technology. EMRs and other technologies are tools that can provide physicians with easier access to the information they need to deliver high-quality care. "This includes prescribing medicines that work effectively and safely together, reducing incidences of duplicate, medically unnecessary tests, and evaluating all of a patient's issues when considering treatment options," said Jim Purcell, President and CEO.

For an average medical practice, an EMR system is estimated to cost \$40,000, a significant investment. The new BCBSRI program will provide qualifying physicians with up to \$5,000 toward the purchase of an EMR system that is certified as meeting state requirements.

Funding will be awarded through an application process. "When we review the grant applications from physicians," says Dr. Gus Manocchia, Vice President and Chief Medical Officer, Provider Relations, "we're most interested in learning how they plan to use the EMR technology to improve quality of care."

The EMR Grant Program will run through 2010. For more information, physicians can contact their Provider Relations Representative or visit the provider section of BCBSRI.com.

# Creating a Culture of Inclusion

During the first half of 2009, we took a variety of steps to create a culture that appreciates differences and fosters an inclusive environment that supports and enables everyone's full engagement and participation. Here are some highlights of what we did to celebrate diversity and develop relationships within our company and with diverse communities throughout Rhode Island:

## **Association of Latino Professionals in Finance and Accounting (ALPFA) –**

BCBSRI is a corporate partner of this premier Latino professional organization. On April 22, 2009, the Rhode Island Chapter held its first Annual Leadership Summit titled "Shaping Our Future: Surviving the Great Recession." President and CEO Jim Purcell gave the keynote address to about 100 participants, talking about the economy, competition, and healthcare reform. In addition to being a great networking opportunity, the evening included two developmental workshops—one on entrepreneurship and one on how to differentiate yourself in the current job market. For more information, go to [alpfa.org](http://alpfa.org).

## **Asian Pacific American Heritage Month (APAHM) –**

In honor of May as APAHM, BCBSRI teamed up with Epicurean Feast, our cafeteria vendor, to promote cultural awareness with two exciting food events featuring the cuisine of the region. Both events were very well received by our employees. "BCBSRI's diversity initiative recognizes the changes taking place in Rhode Island and seeks to create an inclusive environment where the cultures and backgrounds of all people are recognized and appreciated," said Darrell Thorpe, Program Manager, Corporate Social Responsibility & Diversity.

**RI PrideFest** – We were a proud sponsor of the 2009 RI PrideFest, New England's largest gay, lesbian, bisexual, and transgender (GLBT) marketplace and business expo with more than 125 vendors, exhibitors, and organizations represented. RI PrideFest celebrates the pride and diversity of Rhode Island's and southern New England's GLBT community. This year's event was held on June 20 throughout downtown Providence. Employee volunteers participated in the parade and also provided information about employment opportunities, products, and health and wellness.

# Advancing Diversity

The success of our new patient-centered strategy is linked to our ability to effectively service and support the diverse healthcare needs of our members and the people of Rhode Island. This requires understanding and embracing differences among all our stakeholders. To assist in this effort, our executive leadership team, managers, and team leaders recently participated in *Appreciating Differences*, an interactive workshop presented by Novations, Inc., a global talent development firm. This educational session, which will be rolled out to all employees, is just one component of our ongoing diversity and inclusion initiative, and will help us fortify relationships with our members and key accounts, compete for the best available talent, and keep pace with the changing marketplace.



## BCBSRI Managers Serve the Community

Despite the high level of activity in the office, this past May, vice presidents, assistant vice presidents, and directors took time to participate in a volunteer effort at Crossroads Rhode Island, the largest homeless services organization in the state. Assisting Crossroads Rhode Island staff and clients, our management team planted, weeded, mulched, and swept to brighten the rear entrance and courtyard of the Crossroads Women's Shelter. "Given the current economy, the number of our fellow Rhode Islanders who are homeless is staggering," said Jim Purcell, BCBSRI President and CEO, and member of the Crossroads Board of Directors. "Crossroads does a remarkable job helping those who need it most, and we are proud to have helped to keep the Crossroads Rhode Island facilities clean and safe."

Crossroads offers essential life services, referrals, and advocacy such as 24-hour crisis intervention, housing, and vocational training for the growing number of people who suffer from homelessness in our state. "We continuously seek ongoing commitment from caring Rhode Islanders that share our vision to defeat the scourge of homelessness, and it's clear that BCBSRI shares that vision," said Anne Nolan, President, Crossroads Rhode Island. "We are grateful that our grounds and facilities are clean and well maintained, as we want to ensure that every person who receives assistance here does so with the dignity and respect they deserve."

In conjunction with the cleanup effort, the BCBSRI Community Wellness Van was on site to offer free blood pressure and sun damage screenings to clients and staff of Crossroads.



Members of BCBSRI's management team pose for a photo with Crossroads Rhode Island staff before starting their work to clean up the Women's Shelter Courtyard.

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## New Business Strategy

Our new strategy is to take a customized, whole-person approach that integrates benefits, health management, and consumer and provider engagement to improve the quality, affordability, and accessibility of healthcare. Simply put, we are shifting from "sick care" to "health care." This new strategy is not something that we can do alone. It requires partnership and close collaboration with physicians, especially primary care physicians (PCPs), and other healthcare providers. We must also transform our relationships with our members by getting to know them as individuals and offering them programs and services that help them attain optimum health and successfully navigate the healthcare system.

### Save the Date

*As of January 1, 2010, our new address will be:*

**Blue Cross & Blue Shield  
of Rhode Island  
500 Exchange Street  
Providence, RI 02903**



Your Plan for Life.™

[www.BCBSRI.com](http://www.BCBSRI.com)

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