



Welcome

As you know, Cleve Killingsworth joined Blue Cross Blue Shield of Massachusetts as President and Chief Operating Officer in February. Cleve wanted to take this opportunity to share his perspective on the challenges facing health care in Massachusetts, and his vision of our role in addressing those challenges.

I hope you will find this vision as inspiring, as optimistic, and as achievable as I do. If you have any questions, please contact your Account Executive.

Sincerely,

Tim O'Brien
Senior Vice President
Sales Division

Dear Valued Business Partner:

I have been with Blue Cross Blue Shield of Massachusetts for just about six months now, and during that time, I've met and corresponded with our members, our business, provider, and community leaders, and many of you. I've developed a personal appreciation for both your significant role in our success, and for the most pressing concern facing you and your clients—the high cost of health care.

As the region's largest locally based, not-for-profit health insurer, we remain committed to improving the quality, access, and affordability of health care in the Commonwealth. We are dedicated to mitigating upward pressure on rates by focusing on creating a health care system that reduces cost by providing better quality of care. This strategy centers on working collaboratively with health care community leaders and our network providers to deploy initiatives such as e-prescribing and electronic medical records technologies; establish standards that will produce measurable improvements in the quality and cost-effectiveness of care delivered; and make information regarding the quality and cost of care provided by our network of providers available to you, your clients, and our members.

While we are sensitive to the unique challenges facing physicians in Massachusetts (higher-than-average costs of living coupled with unprecedented increases in malpractice insurance), we understand the need to balance these challenges against the importance of maintaining the affordability of your clients' health care coverage. I want to assure you that as we consider important decisions that impact the cost of care for our business partners and members, we remain committed to the goal of providing affordable health care coverage.

At the same time, we also recognize our responsibility to the broader community within Massachusetts. As a community leader, Blue Cross Blue Shield of Massachusetts holds a unique position, and we are committed to fulfilling our responsibilities as an outstanding corporate citizen. Working with providers, other health plans, public policy makers, and through our own Foundation, we can identify ways to improve the efficiency of our health care delivery system, address the issue of the adequacy of reimbursement to providers by government, and advance solutions for the uninsured in Massachusetts.

Working together, I believe we have the opportunity to achieve great things in Massachusetts and to create a model for the rest of the nation. I truly appreciate your on-going support and value your input as we set the agenda for addressing the challenges of quality, access, and affordability of health care for our members and the residents of the Commonwealth.

Cleve Killingsworth
President and Chief Operating Officer

® Registered Mark of the Blue Cross and Blue Shield Association

© 2004 Blue Cross and Blue Shield of Massachusetts, Inc. All rights reserved.
Landmark Center, 401 Park Drive, Boston, MA 02215-3326 | 800-262-BLUE | TDD# 800-522-1254
An Independent Licensee of the Blue Cross and Blue Shield Association

[Terms of Use](#)