

# Communications Plan

## ***Working Well Together*** **BCBSD Move to 800 Delaware Avenue**

### **Background**

In November 2005, BCBSD announced the selection of Corporate Plaza at 800 Delaware Avenue in downtown Wilmington as its new corporate headquarters. The first group of BCBSD associates is expected to move into the building as early as February 2007. Associates will move into the building in phases, by department, as BCBSD's current building leases expire. By moving associates from five locations to one main location, BCBSD will have a more efficient use of space, services, equipment and infrastructure, and the site will provide opportunities for company-wide collaboration that are currently not possible. The new facility will offer many amenities for associates and an environment that is supportive of providing superior service to our customers.

Possible issues affecting the move:

- Most associates are looking forward to the new location; however, those currently located in buildings outside of the city will face changes, including city wage tax, garage parking, city atmosphere, and possibly longer drive times between their homes and the new location.
- Associates learned about the new site in the media before BCBSD could formally announce its plans.
- Sensitivities:
  - BCBSD reserves levels are being studied and the move to a newly constructed building may cause public officials to scrutinize closely when making BCBSD- and insurance-related decisions.
  - As the price of health insurance rises, members, providers and the general public may question whether a move to a newly constructed building is necessary and cost-effective.

### **Objectives**

#### *Internal*

- Reassure associates that the move will have advantages for them and for the company. Make the transition as smooth as possible.

#### *External*

- Emphasize synergies.
- Show sensitivity to cost, illustrating cost-effectiveness of fewer locations and more modern equipment.
- Highlight positive outcomes of the move, including state-of-the-art customer service capabilities and a modern training facility.
- Minimize any concerns raised by community/political leaders regarding the impact of a new facility on premiums or reserves by highlighting the cost effectiveness of the move.

### **Audiences**

- Associates—Initially BCBSD will focus on associate communications, expanding to additional audiences during the course of the move.

#### ***Additional Audiences***

- BCBSD/CareFirst Board of Directors
- CareFirst Associates
- Providers
- Accounts/Members
- Regulators/Legislators
- Community Leaders
- Medical Society of Delaware
- BCBSA

## **Strategies**

### *Internal*

- Communicate to associates prior to any public announcement and continue to update them regularly throughout the construction and moving process.
- Involve associates in building activities prior to and after move-in.
- Highlight the internal and external amenities available to associates in the new building.
- Provide critical relocation information to associates to minimize concerns.

### *External*

- Advise key elected officials prior to any public notice (especially Commissioner Denn).
- Anticipate and proactively respond to possible negative responses from BCBSD audiences.
- Highlight benefits of the single site as move-in date approaches.
- Invite key officials to new site after move-in is completed for low-key event.

## **Messages**

### *Internal*

- Moving all associates into one building will help create a more unified environment and make it easier for departments to work together.
- The new building and surrounding area offers many amenities previously unavailable to associates.

### *External*

- The move to 800 Delaware Ave. is cost-effective, and provides BCBSD with more opportunities and resources to serve its members, providers and the community.

## **Tactics**

Audiences	Action	By whom	When	Comments
Associates	• Updates on building process	SG	• Monthly	• <i>BlueLine</i> & bulletin boards in each building with updates every 4-6 weeks
	• <i>BlueLine</i> articles on different departments — “Meet your new neighbors” — including the department’s moving date.	SG	• Ongoing starting April, 2007	• Create a trivia game
	• Moving Kits & Moving Instructions	HR/CS/CC	• Three weeks prior to a department’s scheduled move date	• A meeting will be held with each department. They will be given packing instructions, and supplies. Floor plans, local amenities, building amenities, etc. will be provided one week prior. Managers will be given detailed moving instructions.

Audiences	Action	By whom	When	Comments
Associates (Cont.)	<ul style="list-style-type: none"> <li>City-Sponsored Talks and BCBSD informational workshops – Lunch ‘n’ Learns</li> <li>Building Tours</li> <li>Display of building floor plans and boards</li> <li>Associate Open House</li> <li>Puzzle – Each associate will get a puzzle piece with his/her invitation to the open house/ housewarming event</li> </ul>	HR/City  CS  HR/CS  CC  CC/HR	<ul style="list-style-type: none"> <li>Prior to move</li> <li>Prior to move, when building is finished</li> <li>At holiday gatherings</li> <li>October 2007</li> <li>October 2007</li> </ul>	<ul style="list-style-type: none"> <li>Lunch ‘n’ Learns on topics such as the fitness center, security, building amenities and area services</li> <li>By department, arrange with management in advance</li> <li>Show associates where they will be after move</li> <li>Separate plan will be developed</li> <li>Associates will put their puzzle piece in the corresponding spot to form a “Working Well Together” banner</li> </ul>
Boards of Directors Regulators/ Legislators City Officials/ VIPs	<ul style="list-style-type: none"> <li>Open House</li> <li>Participation in “Working Well Together” puzzle</li> </ul>		<ul style="list-style-type: none"> <li>October 2007 in conjunction with associate event</li> </ul>	<ul style="list-style-type: none"> <li>Separate plan will be developed</li> <li>Low-key event – emphasize advantages to members and providers</li> <li>Each BCBSD Board member will have his/her own piece to contribute to the puzzle</li> </ul>
CareFirst Associates	<ul style="list-style-type: none"> <li>Updates on <a href="http://insidecarefirst.com">insidecarefirst.com</a></li> </ul>	SG/JO	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>	
Providers	<ul style="list-style-type: none"> <li>BluePrints for Providers</li> </ul>	AF	<ul style="list-style-type: none"> <li>After Provider Relations/Services move</li> </ul>	<ul style="list-style-type: none"> <li>Low-key message emphasizing advantages to providers</li> </ul>
Accounts/ Members	<ul style="list-style-type: none"> <li>Delaware Blue (DB)</li> </ul>	RW	<ul style="list-style-type: none"> <li>First move: May ‘07 – DB: June ‘07</li> <li>Last move: Jan ‘08 – DB: Dec ‘07</li> </ul>	<ul style="list-style-type: none"> <li>Emphasize advantages to members (service, synergies, etc.)</li> <li>Highlight walk-in info</li> </ul>

Audiences	Action	By whom	When	Comments
Members	<ul style="list-style-type: none"> <li>Communicate relocation of the CS walk-in location on 6-8-07 through stuffers, signage and Delaware Blue.</li> <li>Communicate parking situation for walk-in customers from 7-1-07 to 12/31/07 through stuffers, Delaware Blue and signage at the ACO walk-in</li> </ul>	CC/FS	<ul style="list-style-type: none"> <li>Starting 3-1-07</li> <li>Starting 3-1-07</li> </ul>	<ul style="list-style-type: none"> <li>Walk-in will move to the 6<sup>th</sup> floor with CS initially. In December of 2007 they will move to the first floor.</li> <li>Dedicated parking for walk-in customers will not be available at the new building until January 2008. Until that time all walk-in customers will need to find street parking.</li> </ul>
Medical Society of Delaware	<ul style="list-style-type: none"> <li>Call or email</li> </ul>			<ul style="list-style-type: none"> <li>Emphasize advantages to providers</li> </ul>
Building Tenants	<ul style="list-style-type: none"> <li>Catering Open House Event</li> <li>Donuts in the lobby</li> </ul>	Cafeteria  CS/HR	Late Fall 2007  Late Fall 2007	<ul style="list-style-type: none"> <li>Open the catering service to other building tenants – hosting an open house to sample the catering menu</li> <li>To thank them for being patient during our move-in process.</li> </ul>

## Tentative Move Schedule

DIVISION	DIRECTOR	CORPORATE LOCATION	NEW LOCATION	MOVING HEAD COUNT	MOVE DATE
Comp & Network Ops	Rich Foley	HCCC	5th	15	2/16/2007
Comp & Network Ops	Rich Foley	HCCC	5th	21	4/20/2007
Provider Services	Diana Ortiz	ACO	6th	73	5/25/2007
Enrollment and Billing	Frank Savage	1413	6th	59	5/25/2007
				<hr/> 132	
Customer Service & Walk-In	Frank Savage	ACO	6th	84	6/8/2007
Audit	John Ross	ACO	1413	6	6/8/2007
				<hr/> 90	
Sys Planning & Dvlpmnt	Sally Retzko	ACO	5th	89	6/22/2007
Claims	Keith Richard	HQ	7th	111	7/6/2007
Claims Ops Support	Roy Underwood	HQ	7th	21	7/6/2007
				<hr/> 132	
Human Resources	Susan Slaysman	HQ	7th	8	7/13/2007
Managed Care Depts	Paul Kaplan	HCCB	8th	80	7/27/2007
Statistical Services	Jill Macconi	HCCB	8th	12	7/27/2007
Actuarial Support	Ken Yeates-Trotman	HCCB	8th	5	7/27/2007
				<hr/> 97	
Underwriting	Iris Carr	HQ	8th	19	8/10/2007
Local Marketing	Carl Fink	HQ	8th	17	8/10/2007
Marketing Major Accounts	Jay Reed	HQ	8th	20	8/10/2007
Marketing Admin	Deb Trost	HQ	8th	7	8/10/2007
Project Director	Scott Fad	HQ	8th	2	8/10/2007
				<hr/> 65	
Finance	Phil Carter	1413	9th	37	8/24/2007
Provider Contracting	Eileen M-Carr	HCCB	9th	13	8/24/2007
Audit	John Ross	1413	9th	11	8/24/2007
				<hr/> 61	
Corporate Services	Jeffery Putz	HQ	9th	6	8/31/2007
Corporate Communications	Darelle Riabov	HQ	9th	7	8/31/2007
Legal	Bill Kirk	HQ	9th	7	8/31/2007
VP Ops/Plan Devlp/HIPAA	George English	HQ	9th	5	8/31/2007
VPGroup Marketing	Chris Alrich	HQ	9th	4	8/31/2007
President	Tim Constantine	HQ	9th	2	8/31/2007
				<hr/> 31	
Customer Service Walk-In	Frank Savage	800 DE Ave.	1st		12/2007
Corporate Services	Jeffery Putz	HQ	1st	22	1/1/2008

# Corporate Communications

## Memorandum



**BlueCross BlueShield  
of Delaware**

Blue Cross Blue Shield of Delaware is an independent licensee of the Blue Cross and Blue Shield Association.

**TO: Tim Constantine**  
**FROM: Darelle Riabov**  
**DATE: November 5, 2007**  
**SUBJECT: All-Associate Open House**

As you know, to welcome associates to 800 Delaware Avenue and celebrate being in one building, we are holding an Open House event on November 16, 2007. This event will be held in the cafeteria in three one-hour sessions.

### Process

We are working with Brock Catering (our cafeteria vendor) to provide the snacks and beverages. Corporate Communications is coordinating the other aspects of the event, including the talk points, giveaways, building video, decorations and puzzle.

### Costs

Below is the break down of costs associated with each element of the event.

#### *Catering:*

Below are the available options for food. We have highlighted items in yellow that we recommend for the event. Each option is based on 750-person count.

<b>Cold Options</b>	<b>Prices</b>
Sliced Fresh Fruit Trays with Yogurt Dipping Sauce	\$720
Fresh Vegetable Tray with Ranch Dipping Sauce	\$720
Cheese Trays with Crackers and Fruit Garnish	\$1,650
Soft Pretzels with mustard	\$750
<b>Hot Options</b>	<b>Prices</b>
Tortellini with chicken Alfredo	\$3,375
Stuffed Potato Skins with cheese and bacon	\$1,125
Meat Balls in Bourbon Sauce	\$1,125
Chicken Wings	\$1,500
<b>Desserts</b>	<b>Prices</b>
Cookie & Brownies	\$1,320
Sheet Cakes with Icing Message*	\$900
<b>Beverages</b>	<b>Prices</b>
Sodas	\$750 (recommend 400 count: \$400)
Water	\$1125 (recommend 400 count: \$600)
<b>Total for highlighted recommendations:</b>	<b>\$6,240</b>

*Brock will keep an eye on the food and replenish it as necessary.*

\*Three sheet cakes per session. All sessions will have fresh, fully-decorated cakes.

*Decorations:*

Below are the recommendations for decorations.

Item	Description	Cost
Balloons	120, or 10 dozen, balloons (60 white; 60 blue), plus delivery from Fulton Paper	\$75.00
Welcome sign	One hanging banner reading: “Welcome to 800 Delaware Avenue” (use the address image from our t-shirts). Dimensions: 3 ft. x 6 ft.	\$198.00
Table cloths	We'll use our BCBSD table cloth for the table with the puzzle and giveaways. Table cloths for the food will need to be ordered with the catering.	TBD by Catering
Flowers	Seasonal flowers in pots for the main tables (annuals, various colors and types – approx. \$5.00 each (Lowe’s) = 10 pots, \$50.00). Pots of flowers can be raffled off at the end of the event.	\$50.00
<b>Approximate Cost:</b>		<b>\$323.00</b>

*Puzzle (ordered):*

Below is a breakdown of the puzzle elements and their associated costs.

Element	Cost
Image Printing:	\$280
Cutting (750 pieces):	\$2,550
Photography:	\$375
Frame:	\$750
<b>Total (plus shipping):</b>	<b>\$3,955</b>

*Giveaways (ordered):*

The gym towels and bags will be given out as raffle prizes for associates.

Item	Cost
100 Branded Gym Towels	\$739.00
100 Branded Gym Bags	\$440.00
<b>Total</b>	<b>\$1179.00</b>

# Let's celebrate!

You are cordially invited to an Open House recognizing the hard work and dedication of our associates, and marking the completion of our new headquarters building at **800 Delaware Avenue**.



Join us for refreshments, prizes and a special video presentation showcasing our new building from start to finish. Winners from our Vision Achiever Awards Contest will also be announced.

Where: BCBSD Cafeteria

When: Friday, November 16, 2007

There will be three one-hour sessions so we can accommodate all of our associates. Please refer to the list below to find your session time. Associates in the Customer and Provider Services Departments will be given a time by their management.

**Session One                      2:00 PM-3:00 PM**

Audit ♦ Medical Management ♦ Systems, Planning and Development

**Session Two                      3:00 PM-4:00 PM**

Actuarial ♦ Claims and Claims Support ♦ Facilities ♦ Mail Room ♦ Marketing ♦ Micro-Imaging ♦ Printshop ♦ Sorting ♦ Statistics ♦ Warehouse

**Session Three                      4:00 PM-5:00 PM**

Billing and Flex Services ♦ Computer and Network Operations ♦ Enrollment Services ♦ Finance ♦ Human Resources ♦ Legal ♦ NCIA Insurance Agency ♦ Planning and Corporate Projects ♦ Privacy Office ♦ Provider Relations and Contracting ♦ Underwriting

**Please RSVP by November 9, 2007, by replying to this email with your name and department name. Managers: If your associates do not have access to email, please print this email and those associates can send their RSVPs to Corporate Communications, 1-9-27.**

**We hope to see you there!**



# Blue Cross Blue Shield of Delaware

## All-Associate Open House

Friday, November 16, 2007

Rev. 11/13/07

<b>LOGISTICS</b>		
<b>Event</b>		All-Associate Open House at 800 Delaware Avenue
<b>Purpose of Event</b>		<ul style="list-style-type: none"> <li>• Welcome associates to 800 Delaware Avenue and celebrate being in one building.</li> <li>• Provide an opportunity for associates to see each other and areas of the building outside their departments.</li> </ul>
<b>Date</b>		Friday, November 16, 2007
<b>Time</b>		<ul style="list-style-type: none"> <li>• 1:00 PM: Setup by Corp Comm Staff</li> </ul> <p>Session One:</p> <ul style="list-style-type: none"> <li>• 2:00 PM: First associate group</li> <li>• 2:05 PM: Welcome remarks from Tim</li> <li>• 2:15 PM: Building Video</li> <li>• 2:25 PM: Awards Presentation</li> <li>• 2:35 PM: Socializing, puzzle and raffle drawings</li> <li>• 2:50 PM: Wrap up session</li> </ul> <p>Session Two:</p> <ul style="list-style-type: none"> <li>• 3:00 PM: Second Associate Group</li> <li>• 3:05 PM: Welcome remarks from Tim</li> <li>• 3:15 PM: Building Video</li> <li>• 3:25 PM: Awards Presentation</li> <li>• 3:35 PM: Socializing, puzzle and raffle drawings</li> <li>• 3:50 PM: Wrap up session</li> </ul> <p>Session Three:</p> <ul style="list-style-type: none"> <li>• 4:00 PM: Third Associate Group</li> <li>• 4:05 PM: Welcome remarks from Tim</li> <li>• 4:15 PM: Building Video</li> <li>• 4:25 PM: Awards Presentation</li> <li>• 4:35 PM: Socializing, puzzle and raffle drawings</li> <li>• 4:50 PM: Wrap up session</li> <li>• 5:00 PM : Clean up</li> </ul>
<b>Staff</b>		Shannon Giordano 302.559.8130
<b>Attendees</b>		All Associates
<b>Location</b>		BCBSD Cafeteria
<b>Attire</b>		Business casual

## 800 Delaware Avenue Video Script

- Intro:
  - *“This move demonstrates our faith in the future of downtown Wilmington as the center of the growing metropolitan area.” J. Sellers Bancroft, President of the Blue Cross Blue Shield organization, said this in a 1965 press release issued by BCBSD on the pending move to 201 W. 14<sup>th</sup> Street. ...The same could be said about our move today.*
  - Our beginnings: (we can use the old photos and newspaper clippings for this section):
    - *Blue Cross Blue Shield of Delaware, then known as Delaware Blue Cross, began in a one-room office on the Mezzanine floor of the Delaware Trust Company in 1935.*
    - *By 1938, the company’s membership had grown to 10,000 and a larger office space was needed, so BCBSD moved to the building’s third floor.*
    - *The company moved again in 1941 to Ninth and Orange Streets above the Eckerd’s Drug Store. By the end of that year, BCBSD had a total of 42,000 members.*
    - *In 1949 BCBSD purchased a building at 908 West Street and, following extensive remodeling, moved its 70 employees there in 1950. The plan then served 187,515 members.*
    - *In 1965, BCBSD purchased the three-story building at, 201 West 14<sup>th</sup> Street and moved in with 120 employees serving 331,000 members.*
  - Montage of old buildings:
    - *As BCBSD continued to grow, the company added two floors to the 14<sup>th</sup> Street building and expanded into several other locations throughout the state including The Health Care Center at Brandywine, Foulkstone, the Health Care Center at Christiana, our satellite office in Dover and Augustine Cut-Off.*
  - Board’s decision to build 800 Del Ave:
    - *In 2005, BCBSD had grown to include 696 associates in five locations. In November of that year, the BCBSD Board of Directors approved 800 Delaware Avenue as the new site for BCBSD’s headquarters. This site would allow BCBSD to consolidate most of its associates into one building, creating more efficient use of space and opportunities for company-wide collaboration.*
  - Tim’s Interview
  - Bill Kirk’s remarks
  - Design Team:
    - *After the building site was selected, an internal design team helped our space planners create and customize a work environment to meet the needs of BCBSD’s associates. The team researched work space arrangements, cafeteria options, and amenities such as fitness centers and training rooms, and toured other facilities to see examples.*
- Ground Breaking:
  - Jeff’s remarks (goals for the building):
    - *“We wanted to create a work environment for associates that would be efficient, but also comfortable – one that would offer associates many conveniences such as an on-site fitness center and cafeteria.”*
  - First beam:
    - *Construction on 800 Delaware Avenue officially started on Monday, December 19, 2005, with the signing and raising of the first steel beam. BCBSD Vice President Bill Kirk and Director of Corporate Services Jeff Putz participated in the event, along with representatives from DelleDonne & Associates, Inc; EDiS, Company; and the architectural firm of Buell, Kratzer, Powell Ltd.*

- progress montage ( This should be a steady stream of video and pictures of the events listed below with the following spoken during it):
  - Steel
    - *Soon after the first beam was raised, a steel structure began to emerge. Work continued through all weather conditions. After a weekend snow storm in early February, workers spent the following Monday morning shoveling several inches of snow off each floor of the building. By March of 2006, the steel structure for the 10-story building had been completed.*
  - Crane teardown
    - *After the completion of the steel structure, the crane that was used to lift the beams was torn down and replaced by a smaller one that would be used to put the granite facing in place.*
  - Outside façade and concrete
    - *As the granite façade went up on the building's outside, workers inside began to pour concrete for the floors.*
    - *In early June, the granite was finished and the main roof had been completed. Workers began installing the interior framing, duct work, plumbing and electrical work.*
  - Windows
    - *In late September of 2006, installation of the windows neared completion, and the elevator shafts were finished and ready for elevator cars to be installed.*
  - Infrastructure
    - *By December of 2006, different sections of 800 Delaware Avenue had begun to take shape. On the fifth floor, the data center's computer room had been framed out and dry-walled. Workers began installing the room's raised floor. In other areas of the building, framing, drywall, ductwork and electrical work were all in progress.*
- Moving
  - *In February of 2007, the first BCBSD department moved to 800 Delaware Avenue: Computer & Network Operations. C&NO associates immediately began installing the server equipment and cabling needed to hook up BCBSD's computer network. Meanwhile, workers in the rest of the building continued to finish framing, dry-walling, and painting of other floors, installed kitchen equipment in the cafeteria, and placed the backup generator in the building's garage.*
  - *Department moves continued throughout the spring and summer as each floor of the building was completed. By early 2008, the final department, the Mail Room, will move to the first floor of 800 Delaware Avenue.*
- Finished Areas
  - Associates Comments
- Closing – WWT
  - *800 Delaware Avenue is the backdrop for the next chapter in BCBSD's history. Although some things have changed over time — Delaware Blue Cross became Blue Cross Blue Shield of Delaware, the number of associates grew from two to nearly 700, and a one room office has become a high-rise building — BCBSD still remains a vital part of the Delaware community. The associates of BCBSD have come together to serve our 432,000 members. Blue Cross Blue Shield of Delaware associates are now truly Working Well Together.*

Working  
Well  
Together



**BlueCross BlueShield  
of Delaware**