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Corporate & Financial Regulation

MAR 26 2012

Pennsylvania
Insurance Department

April 17, 2012

Hearing Officer
Mr. Robert Brackbill
Chief, Company Licensing Division
1345 Strawberry Square
Harrisburg, PA 17120

Dear Sir:

As an employee of a Highmark company, I want you to know that I support the proposed affiliation of Highmark and West Penn Allegheny Health System (WPAHS).

Here are the reasons why:

- I believe this affiliation will help not only southwestern Pennsylvanians, but also will serve to **expand access to doctors** and hospitals and help to rein in health care costs in all communities Highmark serves.
- I believe this affiliation **fits our mission** to be the leading health and wellness company in all the communities we serve throughout the United States.
- I believe this affiliation will **deliver value, choice and high-quality health care.**
- I believe this affiliation will lead to a **better customer experience** with doctors, hospitals and our company.
- I believe this affiliation will **set an example** of how to improve the U.S. health care system.
- I believe this affiliation will **help preserve 11,000 or more jobs** in the West Penn Allegheny Health System.

For these reasons, I ask the Pennsylvania Insurance Department to approve Highmark's filing as soon as possible.

Sincerely,

(Employee Name)

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04