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Corporate & Financial Regulation

APR 2 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)

Corporate Offices:

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