

2017 Community Partnerships Report

Blue Cross and Blue Shield of Louisiana



everyday people doing extraordinary good

01CR1147 R05/18 The Blue Cross and Blue Shield of Louisiana Foundation is a non-profit 501(c)(3) subsidiary of Blue Cross and Blue Shield of Louisiana and is an independent licensee of the Blue Cross and Blue Shield Association.

Optimism

More and more I have come to admire resilience.
Not the simple resistance of a pillow, whose foam
returns over and over to the same shape, but the sinuous
tenacity of a tree: finding the light newly blocked on one side,
it turns in another. A blind intelligence, true.
But out of such persistence arose turtles, rivers,
mitochondria, figs — all this resinous, unretractable earth.

Jane Hirshfield
Given Sugar, Given Salt



More and more, I have come to admire Louisiana's resilience. As long as I've known it, our home is dealt pain and joy in almost equal measure – flood after flood, disaster and strife. And yet, we thrive.

Here at Blue Cross, we speak often about everyday people doing extraordinary good. We want to create a culture of sporadic kindness, certainly. But most importantly, we work hard to find and empower tenacious, resilient leaders who return to the work of building a better world, again and again, even after setback and loss. We have seen the power of commitment: starting small, building a movement, chipping away towards a tipping point that yields significant strides in health, education and inequality.

This year, we have observed extraordinary growth in the community partners we work with – leaps forward in services and outcomes for the communities they serve. Similarly, Blue Cross' employee volunteers have dug in deeper, committed more to their causes, and helped achieve bigger, bolder goals to make our home a better place.

As always, we are guided by our parent company's mission – to improve the health and lives of Louisianians. That work means making care more affordable, motivating people to get and stay healthy. Blue Cross is able to do a lot of heavy lifting as Louisiana's oldest and largest health insurer – but our community partners, who support the most vulnerable among us with direct health services, education and quality of life initiatives, are an essential part of an ecosystem that makes sure all Louisianians have a path forward to a better life.

That's why we share these stories of resilience – so that you will see the power of their work and get (or stay) inspired to pitch in.

Sincerely,

A handwritten signature in white ink that reads "Michael Tipton".

Michael Tipton,
BCBSLA Foundation President
Head of Community Relations

Community Relations

Through its Community Relations department, Blue Cross and Blue Shield of Louisiana invests significant resources in the communities it serves. Blue Cross' 2,600 employees live all over Louisiana — from Barataria to Bastrop and everywhere in between. And because of that, Blue Cross employees care deeply about the state. The Community Relations department helps Blue Cross employees give back to their friends and neighbors, while maximizing the impact of their good deeds.

Investing in Louisiana's Health

Our company has a long history of investing in Louisiana's health and fitness. Each year, we sponsor dozens of healthy living events – family fit days, races and walks, cooking demos and farmer's markets – to keep people eating right and moving more.

We also support hundreds of nonprofits providing access to care and support services to improve health and lives across Louisiana. In 2017, we invested 193 community partners with a focus of bigger, sustainable impact, including:



Health and Support Services

- » Outpatient substance abuse treatment by a Licensed Professional Counselor for adolescents (Youth Service Bureau of St Tammany)
- » Providing medical and dental care, communication devices, manual lifts, specialized shoes and braces, motorized wheelchairs and other adaptive equipment to enrich daily living skills for more than 90 people in north Louisiana (Evergreen Foundation)
- » Direct breast health screenings and services for hundreds of women living in the most rural parts of Louisiana (Susan G. Komen)
- » Providing EVERFI's Prescription Drug Abuse Prevention digital course to every high school in East Baton Rouge Parish (East Baton Rouge Parish School System)



Quality of Life

- » Helping students continue a college education interrupted by financial hardship (UNCF)
- » Supporting foundational learning through scouting programs for approximately 7,000 young people (Southeast Louisiana Council Boy Scouts of America)
- » Assisting families caring for their loved ones in the hospital with travel expenses (Ronald McDonald House Charities of Greater New Orleans)
- » Provided all the seeds to plant fields at the Grow Dat Youth Farm in New Orleans
- » Provided two weeks of hands-on garden or culinary education for 500 students (FirstLine Schools)
- » Provided community support for over 800 residents living in Columbia Parc (Bayou District Foundation)



Investing in Louisiana's Health | **BLUE BIKES**

In 2017, we partnered with the City of New Orleans and Jump Bikes to launch Blue Bikes, an affordable bike sharing program available to everyone. With over 700 bikes in 70 locations, it's the healthiest way to get around New Orleans.

Studies of bike share programs across the country show an increase in cycling and the health benefits that accompany it. These benefits are not just limited to the actual program. Cities with bike share programs also see an overall increase in bicycle sales, with part-time riders converting to full-time commuters.

The new bikes have smart-design safety features built in, to lower risks of injury or theft. The Blue Bikes have GPS tracking and remote locking capabilities, chainless operation, front and rear safety lights and an eight-speed internal hub. Riders can keep track of their miles pedaled, calories burned and carbon offset, and they can use the Blue Bikes app to share their stats with friends.

We're excited about the future of Blue Bikes, helping to make getting around in America's greatest city healthier, active and fun!



Investing in Louisiana's Health | **SAFE DRUG TAKEBACK**

This year, we dramatically increased our investments in defeating the opioid crisis here in Louisiana.

In 2016, we partnered with the National Association of Drug Diversion Investigators to take the first step in reducing the number of painkillers available: we installed 30 secure drug takeback boxes in law enforcement agencies across the state.

In 2017, we partnered with the Louisiana Attorney General's Office to expand that program, ensuring that safe drug disposal is available in every parish and major Louisiana city. By the end of 2018, every Louisiana citizen will have nearby access to a law enforcement-controlled, safe disposal.

www.bcbsla.com/safedrugdrop



Supporting Communities | **TEAM BLUE**

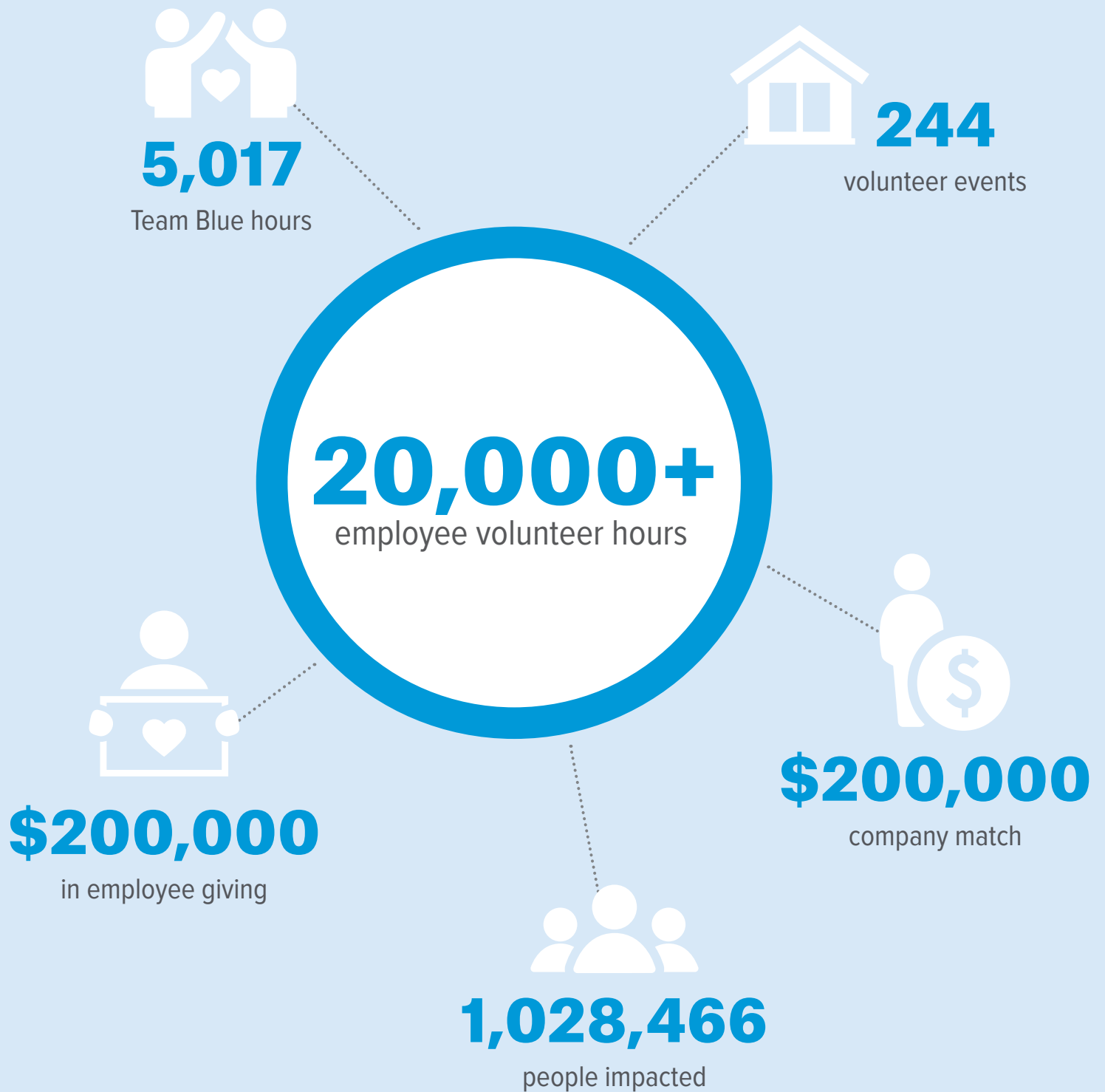
Improving the health and lives of Louisianians means more than just paying claims on time. It's a commitment that we make to each and every one of our friends, families and neighbors to use our might for right.

Our employees live this commitment by giving their time, talent and financial resources to Louisiana's nonprofits through Team Blue, our volunteer force. We believe that connecting our employees to causes they care about makes us real to our customers, builds community trust and opens up a new dimension of our company's mission for the people who work here. Most importantly, it shows that our employees support the causes they care about with more than just our dollars – they back it up with hands and hearts.

After the historic floods in late 2016, our employees dug in to help Louisiana communities recover and rebuild. Since then, volunteerism has grown exponentially in terms of hours committed to community causes. We hope to see the numbers continue to grow in support of nonprofits doing important work.



Quick Look | **TEAM BLUE**



Supporting Communities | **PRO BONO CONSULTING**

Blue Cross employees volunteer thousands of hours each year with nonprofits in the communities we call home.

In 2017, we launched the Community Fellows program to deepen the impact of the time we share. Through this program, we offer nonprofits the opportunity to get pro bono consulting from high-performing employees across a number of business service areas.

Pro bono publico, or “for the public good,” is a way for our talented employees to use their professional skills in legal, marketing, IT, financial planning and other areas to benefit a cause they care about.

In partnership with the Louisiana Association of Nonprofit Organizations (LANO), we supported 10 projects in 2017 with 515 hours of pro bono services, delivering high-impact projects that will enable our community partners to achieve more than ever before.

Using research-based tools from the Taproot Foundation and the Committee Encouraging Corporate Philanthropy, we calculate the total value of those 515 hours of employee service at \$77,250.



Blue Cross and Blue Shield of Louisiana Foundation

The Blue Cross and Blue Shield of Louisiana Foundation is a separate 501(c)(3) that invests in the health and well-being of Louisianians by supporting health- and education-related programs. The Foundation is also a leader in building community partnerships that deepen the impact of the work everyday people are doing to improve the state.

Funding Innovation

Through its New Horizons grantmaking program, the Blue Cross Foundation is fostering innovation as a means of improving health and wellbeing in Louisiana. Through this program, we hope to encourage a research-based and scientific approach to philanthropy through testing ideas and seeing what works. The first step in that process is challenging the status quo with new ideas.

Our goal is to find exciting, emerging ideas and social startups that have the potential to disrupt negative trends in health, education and other issues that directly impact quality of life for Louisianians. A successful New Horizons project may make changes in policies, norms practices and social supports; it may also be a new pilot intervention, plan or approach.



Funding Innovation | 2017 NEW HORIZONS GRANTS



»Xavier University – Hypertension Research

For patients with hypertension – especially those who are older – sticking with prescribed medications and health routines is essential to treatment. Led by Dr. LaKeisha Williams, a research team from Xavier will test whether an overreliance on complementary or alternative medicine (CAM), like home remedies, leads to a higher mortality rate for those with hypertension, particularly among African Americans. Researchers will also examine steps for boosting adherence to doctor-prescribed treatment.



»Mental Health Association of Greater Baton Rouge – The Struggle Is Real

The Struggle Is Real is a partnership between MHA and the East Baton Rouge Coroner's office. The education and awareness program will use video and social media messaging to reach teenagers and their parents with strategies to avoid opioid misuse and address addiction in families. The partnership will design their program around evidence-based practices developed by the National Institute on Drug Abuse.



»American Cancer Society – Brother to Brother

In partnership with churches around the region, Brother to Brother will train health advocates and volunteers to speak and share information about the importance of prevention and screening for various cancers – particularly colorectal cancer, which is fatal 30 percent more often among African American men than white men in Louisiana.



»Family 2 Family Support Network – Unique Families Program

The Unique Families Program connects hospitals and community organizations together to create a support network and a proactive approach to offering resources to address identified needs and better health and well-being outcomes for women, girls, and the children they care for.



»Louisiana Association for the Blind, Inc. – Integrated Employment Training Program

The Integrated Employment Training Program focuses on training individuals with visual impairment for in-demand jobs. This will be achieved by enrolling each participant in courses that align with select leading Industry Based Certifications (IBCs) to better position the client to gain meaningful employment. Integrating assistive and adaptive technologies components with the client's education track equips the individual with additional skills. The program will pair vocational rehabilitation and academic training to enhance the overall learning experience.

Funding Innovation | 2017 **NEW HORIZONS GRANTS**

» **Southern University Law Center – Medical Legal Clinic Feasibility Study**

In partnership with Southeast Louisiana Legal Services and Crescent Care Louisiana, SULC students and supervising attorneys will determine the civil legal needs of North Baton Rouge residents who are navigating legal issues related to the healthcare system.

» **Center for Planning Excellence – Toolkit for Complete Streets**

CPEX has developed a pilot process and toolkit for implementing the Complete Streets policy in a target district within North Baton Rouge. Complete Streets policies encourage streets to be designed to accommodate all users to enable safe access regardless of age, ability or mode of transportation.

» **Pennington Biomedical Research Center – Playground Stencilling Study**

LSU's Pennington Biomedical Research Center studied the effectiveness of playground stencilling and its impact on student health and children's physical activity. Stencils are a low-cost approach to encouraging exercise for kids at schools and other institutions that don't have the dollars to expand playgrounds or purchase large physical activity equipment.



Funding Programs with Proven Results

Special Projects - The Blue Cross and Blue Shield of Louisiana Foundation is committed to making ongoing investments in the work of partners who have made a demonstrated impact on the health and wellbeing of Louisianians. That's why we're inviting past Foundation grantees to submit applications for Special Project Grants. These grants will help our established partners further their important work on behalf of Louisianians in need.

Projects may focus on any number of issues that affect Louisiana's health and wellbeing, including community health, education and child welfare. We give preference to projects pursuing innovative ideas, as well as projects that reach new and diverse communities. The ideal project will naturally reflect and communicate the values and impact of our Foundation.

Funding Programs with Proven Results | 2017 SPECIAL PROJECTS GRANTS



» Hope for Opelousas

Based on tremendous success in tutoring fourth- through twelfth-grade students, Hope for Opelousas will use its \$80,000 grant award to expand mentorship and tutoring to first- through third-grade students. Over the last 10 years, 100% of HFO students have graduated, compared to a 42% graduation rate overall in the area served.



» Health and Education Alliance of Louisiana (HEAL)

HEAL's \$100,000 grant will be used to grow the Coordinated Care for the Whole Child Program across the New Orleans district. To date, HEAL's program, which makes healthcare available to remove the physical, mental and social health barriers to learning, has seen a 61.25% increase in GPA and a 60% increase in attendance.



» 232-HELP

Lafayette-based 232-HELP is responsible for rolling out the Beacon Project, acting on a growing body of research that connects bad health outcomes with economic and social conditions. In the Acadiana area, where as many as one in four people live in poverty, patients can get better more quickly with a care plan that includes more than just a doctor's services. As part of the Beacon Project, Community Care navigators in local hospitals will screen patients and connect those in need with food, housing and more.

Bringing Together Communities for Change

Following the success of our first collective impact grant program – *Challenge for a Healthier Louisiana* – we know that grassroots coalitions are the key to making long-term changes in the trends of Louisiana’s overall health. That’s why we’re challenging communities across Louisiana to build effective teams to tackle their most pressing health problems.

Each community’s top health challenges are different, and Collective Impact grant proposals may cover a wide range of issues in healthcare. In some places, addressing obesity, heart disease or diabetes may be the most pressing need in community health. In others, greater challenges may lie in mental health or disparities in access, quality or cost.



Bringing Together Communities for Change | 2017 **COLLECTIVE IMPACT GRANTS**



» **Eat Fit Louisiana**

Eat Fit is a healthy restaurant program started as a passion project by an Ochsner dietician. This grant is cofunded by Ochsner and the BCBSLA Foundation, and will bring Eat Fit outreach to Baton Rouge, Lafayette, Lake Charles, Shreveport, Monroe and Alexandria throughout the grant term. This work is primarily around communicating healthy menu items but involves a number of other communication points of outreach.



» **City of Ruston – Improving Health Equity through Active Transportation**

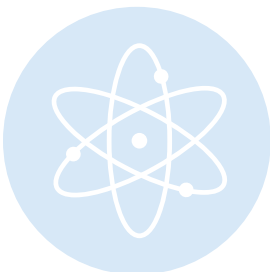
The City of Ruston has built a coalition of partners working together to lower the harmful health outcomes related to chronic inactivity and inequity by filling the most critical gaps in Ruston's active transportation infrastructure.

The Rock Island Greenway is the centerpiece of Ruston's new bicycle/pedestrian network. This six-mile rail trail provides physical activity, active transportation and exercise. It will establish direct connectivity between neighborhoods, businesses, grade schools, Delta Community College, Louisiana Center for the Blind and Louisiana Tech. The greenway also greatly expands access to healthcare, jobs, social support services, cultural centers, and recreation as it passes directly through some of the city's most underserved neighborhoods, in which a substantial share of residents are reliant on walking and biking for transportation, and where opportunities for physical activity and recreation are especially limited.



» **504HealthNet**

Research shows that the estimated 113,000 uninsured people in the Greater New Orleans region have difficulty accessing affordable health care services. Residents without health insurance are often deterred from doctor's visits because of cost and lack of information about affordable options. Therefore, they often face delays in diagnosis and treatment of health issues, and are more likely to suffer from poor health.



504HealthNet will lead a coalition of organizations committed to addressing the root causes of chronic disease and health disparities in New Orleans. Together, they will work simultaneously at the systems and grassroots levels to improve access to and utilization of health care services that allow residents to prevent and manage chronic disease more effectively.

The Angel Award[®]

To live healthy lives, children need safe places to live, learn and play. They need access to healthy food, guidance and educational opportunity. Across Louisiana, there are thousands of children without access to the support they need to thrive. Thankfully, there are also thousands of everyday people working to make a difference in the lives of children.

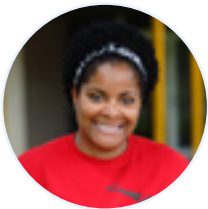
The Angel Award[®] honors everyday people doing extraordinary good to meet the physical, emotional, creative or spiritual needs of Louisiana's kids. Since 1995, the Foundation has recognized more than 170 of these outstanding individuals. Each Angel Award also provides much-needed resources — a \$20,000 grant for each Angel's nonprofit charity.

The work of the 2017 class of Angels ranges from supporting Louisiana's foster children to community development and education. And while each has had a profound effect on the lives of children, he or she started out by making a simple decision to do good for just one child — an important theme to the Angel Award.



» Kim Winston Bigler of Covington

Founder of James Storehouse, a nonprofit that ensures children in the foster care system have the necessities they need to thrive through tough transitions.



» Tamme Cook of Lake Charles

The creator of School2U, a mobile classroom providing academic support to Lake Charles-area children.

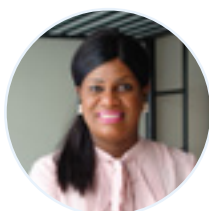


» Lloyd Dennis of New Orleans

Co-founder and executive director of the Silverback Society, Inc., which connects young men with adult male mentors who can relate to, motivate and mentor them.

**» Mark and Maegan Hanna of Lafayette**

Who have made a lifelong commitment to children through building the Clearport Learning Center, a no-cost resource facility to help teens succeed through high school.

**» Verni Howard of Shreveport**

The executive director of Providence House, a nonprofit that provides shelter and a childhood development center for homeless men and women with children.

**» Jonathan James of Baton Rouge**

The president and CEO of Hope Charities, which helps people living with hemophilia and their families by providing financial, emotional and practical support.

**» Dr. Clyde Johnson of Baton Rouge**

Who has spent the last 13 years working to close the achievement gap with students as part of Volunteers in Public Schools.

**» Peggy Kirby of West Monroe**

The executive director of the Louisiana Foster & Adoptive Parents Association, and a foster parent for nearly 30 years who has opened her home to more than 100 teenage girls.

**» Anselmo Rodriguez of Baton Rouge (Blue Angel)**

A longtime member of the Rotary Club of Baton Rouge's CHOICES program, which equips students with important tools for financial, career and time management skills.

Angels of Change

In recognition of the 20th Anniversary of the Angel Award program, our Foundation asked 162 past honorees to submit proposals to grow the impact of their exceptional work through the *Angels of Change* grant program.

In total, we made 20 grant awards of \$50,000 each to past Angel honorees with the most compelling plans for transforming legacy work into new growth.

» Lake Charles' **St. Nicholas Center for Children** received a \$50,000 grant to implement On the SPOT (Students, Parents Observation Training) – a complete video monitoring system that expands on the center's ability to treat children with autism. Through video monitoring, treatment professionals can review sessions, coach each other and make real time adjustments to intervention plans of participating children.

At any given time, St. Nicholas serves 100 – 150 children and their families. Through On the SPOT, the center's capacity to make a real difference in the behavioral and emotional lives of children has grown exponentially.

» A statewide agency, the **Louisiana Partnership for Children and Families** received a \$50,000 grant to create the Louisiana Platform for Children advocacy campaign. The platform represents a coalition of youth services agencies that continues to educate candidates seeking statewide and legislative offices (including the Louisiana Board of Elementary and Secondary Education) about children's issues.

The Platform uses education, advocacy and media activity to offer recommendations for investments in evidence-based practices to improve outcomes of children.

Angels of Change | 2017

ANGELS OF CHANGE GRANTEES

» **A's & Aces** *New Orleans*

Empower and Serve Project

» **Big Buddy Program** *Baton Rouge*

Youth Development Resource Center

» **BR Children's Advocacy Center** *Baton Rouge*

Trauma Response and Recovery Program

» **Catholic Charities, Archdiocese**

of New Orleans *New Orleans*

Cornerstone Kids

» **Children's Health Fund** *New Orleans*

Screening Pilot-Hispanic Outreach Initiative

» **Cultural Crossroads of Minden** *Minden*

Art and Soil Project

» **Healing House** *Lafayette*

Anticipatory Loss Support Group for Kids

» **Hearts of Hope** *Lafayette*

Now Matters L8R Project

» **Heritage Ranch** *Baton Rouge*

Establishing a Legacy

» **The Louisiana Partnership for Children**

and Families *Statewide*

Louisiana Platform for Children

» **Louisiana Resource Center for Educators** *Baton Rouge*

Reach for Success!

» **McMains Children's Developmental Center** *Baton Rouge*

Me Too

» **NOLA Women's Shelter** *New Orleans*

Mitigating the Effects of Homelessness
for Children

» **Foodbank of Northwest Louisiana** *Shreveport*

Backpack Program

» **Our House** *Monroe*

Youth Voices of Change

» **Pilots for Patients** *Monroe*

Increase Flights for Children Statewide

» **St. Nicholas Center for Children** *Lake Charles*

On the S.P.O.T

» **Vietnamese-American Young Leaders**

Association of New Orleans *New Orleans*

Catalyst Leadership and Mentorship

» **Volunteers in Public Schools** *Baton Rouge*

Ready4K!

» **Volunteers of America** *Baton Rouge*

The Power of Positive Parenting

BCBSLA Foundation Grant Programs

NEW HORIZONS GRANTS

- Purpose** » New Horizons grants are made to innovative, new projects to improve the health and wellbeing of Louisianians
- Eligibility** » Only Louisiana-based 501(c)(3) nonprofit organizations may apply
- Amount** » Grants are up to \$10,000 in support of projects that take less than one year to complete
- Applying** » Applications are made through a Letter of Intent, submitted online at **bcbslafoundation.org**
- Deadlines** » 4:30 p.m. on March 1, June 1, September 1, December 1

SPECIAL PROJECTS GRANTS

- Purpose** » Special Project grants are made to organizations that are making substantial contributions to improving the health and wellbeing of Louisianians
- Eligibility** » Special project grants are only made to Louisiana-based, 501(c)(3) nonprofit organizations with whom the Foundation has a past granting history; all other applicants are by invitation only
- Amount** » Grant awards are up to \$100,000 per year
- Applying** » Applications are made through a Letter of Intent, submitted online at **bcbslafoundation.org**
- Deadlines** » 4:30 p.m. on June 1 and December 1

COLLECTIVE IMPACT GRANTS

- Purpose** » Collective Impact grants are made to community coalitions working together to address major public health concerns
- Eligibility** » Only Louisiana-based 501(c)(3) nonprofit organizations may apply; projects must have at least a 1:1 match (may come from multiple sources and half may be in-kind)
- Amount** » Grants range from \$250,000 to \$1 million over three years
- Applying** » Applications are made through a Letter of Intent, submitted online at **bcbslafoundation.org**
- Deadlines** » 4:30 p.m. on March 1 and September 1

Community Relations Programs

TEAM BLUE

About » Each year, Blue Cross employees volunteer thousands of hours of time with Louisiana nonprofits. Need support for your event? Request Team Blue's help today!

Your organization is eligible for Team Blue support if:

- › Your programs serve an area in Louisiana
- › Your organization is a nonprofit, a registered charity or a school with a tax exemption
- › Your organization is not a private foundation, an individual, a political organization or a religious organization (including churches, temples or seminaries)
- › Your organization does not have unlawful employment practices or discriminatory services

Applying » To request Team Blue at your event, download the application online at bcbslafoundation.org/our-programs/volunteers/ and return it at least six weeks before your event. You may also request an application by emailing Paula.Neck@bcbsla.com

CORPORATE SPONSORSHIPS

About » Blue Cross invests dollars to support nonprofit events and fundraisers, health and wellness programs and innovation. All of the company's investments are fully tax-deductible and are made to improve the health and lives of Louisianians. We are proud to sponsor Louisiana organizations that improve quality of life in our state while improving awareness of the Blue Cross and Blue Shield brand.

Eligibility » Only Louisiana-based 501(c)(3) nonprofit organizations may apply (full eligibility rules are online at bcbslafoundation.org)

Amount » Corporate Sponsorships up to \$10,000

Applying » Applications are made through our corporate sponsorship form, online at **bcbslafoundation.org**

Deadlines » 4:30 p.m. on January 1, April 1, July 1 and October 1

ANGEL AWARDS

About » The Angel Award® honors everyday people doing extraordinary good to meet the physical, emotional, creative or spiritual needs of Louisiana's kids. Since 1995, the Foundation has recognized more than 160 of these outstanding individuals.

Eligibility » Individuals working to better the lives of children in Louisiana through paid or volunteer work. Nonprofit charities receiving the grant must be a Louisiana-based 501(c)(3).

Amount » \$20,000 grant awarded to the Angel's nonprofit charity.

Applying » Nominations can be made online at **www.bcbslafoundation.org**

Deadlines » 4:30pm on April 13, 2018

BCBSLA Foundation Board of Directors

Dan Borné – Chairman

Dr. C. Richard Atkins – Immediate Past Chairman

Peggy Scott – Past President

Kevin McCotter - Secretary/ Treasurer

Michael Bruno – Director

Jerome “Jerry” Grieg – Director

Frances Turner Henry – Director

Judy Miller - Director

Dr. Vindell Washington - Director

Michael Tipton - President, ExOfficio

Community Partnerships Staff

Michael Tipton
Foundation President,
Head of Community Relations

Karen Bolles
Office Manager

Lauren Fowler
Foundation Initiatives Manager

Kellie Duhon
Community Relations Consultant

Ben Mahoney
Communications Manager

Paula Neck
Employee Giving Administrator

Tanja Foil
Foundation Initiatives Coordinator

Garrett Galjour
Community Relations Assistant

Carldeon Floyd
Community Relations Assistant

Contact Us

Blue Cross and Blue Shield of Louisiana
Community Relations and Foundation

P.O. Box 98022

Baton Rouge, LA 70898-9022

Phone: 225-298-7979

Email: BCBSLAFoundation@bcbsla.com

Online: www.bcbslafoundation.org