



Patrick H. Conway, MD, MSc
President & Chief Executive Officer

January 24, 2018

Mr. Gene Woods
President & CEO
Carolinas Healthcare System
8800 North Tryon Street
Charlotte, NC 28262

Dr. Bill Roper
CEO
UNC Health Care
4030 Bondurant Hall
Chapel Hill, NC 27599

Dear Mr. Gene Woods and Dr. Bill Roper:

Blue Cross Blue Shield of North Carolina (Blue Cross NC) enjoys a strong, positive working relationship with Carolinas HealthCare System and UNC Health Care. Both health care systems provide quality care to patients and serve our state well. We look forward to continuing to work with you and partnering even more deeply towards our shared goals of higher quality of care and lower costs for the people of North Carolina.

Blue Cross NC has a responsibility to our customers to help slow rising health care costs. After a thorough review of independent research which shows that when health care systems combine costs for consumers go up, Blue Cross NC cannot support your proposed combination. However, we are open to continued dialogue if you can demonstrate how this combination will lower costs and improve quality over the long-term.

I respect both of you personally and know that you are mission-driven and of the highest integrity. While we disagree on this issue, I look forward to continuing to work with both of you and your health care systems independently to ensure North Carolinians receive the highest quality and most affordable health care possible.

Sincerely,

A handwritten signature in black ink that reads "Patrick Conway, MD, MSc".

Patrick H. Conway, MD, MSc
President and CEO
Blue Cross and Blue Shield of North Carolina