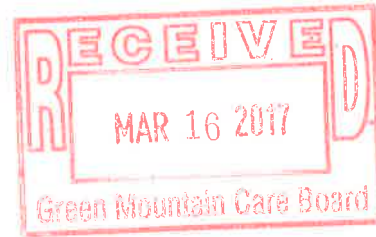




BlueCross BlueShield of Vermont

An Independent Licensee of the Blue Cross and Blue Shield Association.

Andrew Garland
Vice President
Client Relations & External Affairs



March 16, 2017

Green Mountain Care Board
89 Main Street, 3rd Floor
Montpelier, VT 05620

Re: Green Mountain Surgical Center CON Application

Dear Green Mountain Care Board Members:

Blue Cross and Blue Shield of Vermont offers its support to the Certificate of Need application for the Green Mountain Surgical Center.

Our members benefit from having a robust network that offers a choice of settings in which they can receive care. For this reason, we credential and contract with any qualified provider that can offer high quality care to our members at competitive prices, as collectively we work toward reducing overall health care expenditures in Vermont.

Sincerely,

A handwritten signature in blue ink, appearing to read "Andrew Garland".

Andrew Garland
Vice President
Client Relations and External Affairs