

#### Members

AAF International  
Aegion Corporation  
Alpha Packaging  
Ameren Corporation  
Anheuser-Busch Companies, LLC  
Arch Resources, Inc.  
Barry-Wehmiller Companies, Inc.  
Bass Pro Shops, Inc.  
Bayer  
Bi-State Development/Metro  
The Boeing Company  
Bunzl Distribution USA, Inc.  
Caleres  
Charter Communications  
City of St. Louis  
Columbia Public Schools  
Concordia Plan Services  
Core & Main, LP  
Cushman & Wakefield  
Daikin Applied Americas Inc.  
Diocese of Springfield in Illinois  
The Doe Run Company  
Drury Hotels Company, LLC  
Edward Jones  
Emerson  
Emmaus Homes  
Enterprise Bank & Trust  
ESCO Technologies Inc.  
Ferguson-Florissant School District  
First Busey Corporation  
Francis Howell School District  
Graybar Electric Company, Inc.  
Laird Technologies, Inc.  
Lineage Foodservice Solutions, LLC  
L. Keeley Construction  
McCarthy Holdings, Inc.  
Mississippi Lime Company  
North American Lighting, Inc.  
Northwest R-I School District  
Olin Corporation  
Panera, LLC  
Parkway School District  
Pattonville School District  
Peabody  
Rockwood School District  
Saint Louis County  
Saint Louis Public Schools  
Schnuck Markets, Inc.  
Shelter Insurance  
Special School District of St. Louis County  
Spire Inc.  
Sulzer US Holding, Inc.  
Sunnen Products Company  
Tucson Electric Power  
UniGroup, Inc.  
Watlow  
WestRock Co.  
Wieland North America  
World Wide Technology, LLC

#### Sustaining Members

Aon  
Arthur J. Gallagher & Co.  
Lockton Companies, LLC  
Mercer  
Willis Towers Watson

#### Health Care HR Partners

Centene Corporation  
Confluent Health  
Lutheran Senior Services (LSS)  
Medical Solutions  
Saint Louis University  
SightMD  
University of Missouri

August 25, 2020

Name  
Title  
Organization  
Address  
Zip

Dear Plan CEO,

COVID 19 has ushered in previously unimaginable changes. The U.S. gross domestic product experienced the worst decline in its seventy years of reporting. Locally, many businesses have had their operations and revenue models upended and find their financial futures in question. Likewise, many families find themselves in dire financial need and looking for employment in an uncertain economy. Six months into the pandemic, infections continue to surge with the end nowhere in sight revealing that the path to recovery will be long and winding.

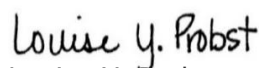
St. Louis Area Business Health Coalition (BHC) leaders recently came together to share learnings and explore opportunities. Our concerns include the potential worsening of health due to missed or delayed diagnosis and treatments, steep health care price escalation, and a return to the rampant overuse of medical services with little or no clinical value.

BHC members appreciate the significant contributions of our regions' health care providers in combating COVID 19. They are sensitive to the upheaval and loss that the pandemic has brought to health care providers. The new normal for health care must not be a return to the past. The path forward must avoid rebounds in price hikes or a return to the levels of wasteful spending and overuse that was so common just a few months ago and seemed unstoppable.

BHC seeks your leadership and guidance to help us develop a new, better, and value-driven health care system for the St. Louis region. We urge your team to keep health care prices flat, in line with current conditions. We also seek your counsel on ways employers can work with you to ensure that amidst the tragedy and upheaval this crisis presents, we use this disruption to move toward a health care system that carefully stewards resources to ensure the physical and economic health of our citizens, communities and nation.

Thank you for your consideration of this request and your engagement in the betterment of our community. We look forward to learning of your ideas.

Sincerely,

  
Louise Y. Probst  
Executive Director

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University of Missouri

August 25, 2020

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Dear Health System CEO,

St. Louis Area Business Health Coalition (BHC) members wish to thank the devoted team at [Name] for working at the front lines of the pandemic to combat the effects of the COVID-19 pandemic. The BHC recognizes the upheaval and loss that the pandemic has imposed on the front-line health care providers on whom we depend as we face a crisis unprecedented in our lifetimes. Six months into the pandemic, infections continue to surge with the end nowhere in sight. The path to recovery will be long and winding.

As our region's leading employers, BHC members are concerned about the pandemic's lasting effects on our community. Many families find themselves in dire financial need and looking for employment in an uncertain economy. Like those in health care, many businesses have had their operations and revenue models upended and continue to find their financial futures in question. At the national level, the U.S. gross domestic product has experienced the worst decline in its seventy years of reporting.

BHC leaders recently came together to share learnings and explore the path forward. Our concerns include the potential worsening of health due to missed or delayed diagnosis and treatments, steep health care price escalation, and a return to the rampant overuse of medical services with little or no clinical value.

Noting that just a few months ago escalating health care costs and the overuse of low-value services were so prevalent that they seemed unstoppable, our leaders have urged the BHC to work with other health care purchasers, health care providers, and health plans to devise a path forward that avoids a return to these conditions. Post-pandemic access to a positive economic climate depends on this redirection.

BHC requests your leadership and partnership to help us develop a new, better, and value-driven health care system for the St. Louis region. We seek your counsel on ways employers and health plans can work with you to ensure that amidst the tragedy and upheaval of this crisis, we use this disruption to move toward a health care system that ensures the physical and economic health of our citizens, communities and nation.

Thank you for your consideration.

Sincerely,

Louise Y. Probst  
Executive Director