

FRANK COYNE

CAREER PROFILE

An experienced health insurance executive with a record of success in market research, strategy development, innovative product/program development, business transformation, technology development and managing large operational implementations.

PROFESSIONAL EXPERIENCE

Blue Cross Blue Shield Association, Chicago, Illinois

1985-Present

Vice President, Office of the President (Present)

Reporting to the CEO and President, responsible for BCBSA strategic planning, creating and measuring corporate objectives and integrating the efforts of BCBSA's senior officer team. Lead OPM Multi-State Program contract negotiations with OPM, as well as Program development and implementation in collaboration with Blue Cross and Blue Shield Plans. In addition:

- Collaborate with Blue Plans in developing BCBSA strategic planning.
- Facilitate operational implementation of key BCBSA programs and services, in conjunction with internal leadership team.

Vice President, Operations and Chief Transformation Officer (2012-2014)

Reporting to the Senior Vice President Operations/CIO, responsible for leading the Association and the Blues to develop/execute innovative new healthcare delivery models to drive industry affordability, quality and consumer health.

- Develop and lead Blue OPM Multi-State Plan program, including strategy, product, network and operational development; governance; and ongoing enhancements, with Blue Plan CEOs and with OPM.
- Lead Blue system collaborative healthcare development, from ideation to execution, leveraging best in class market innovations and enhancing existing capabilities.
- Develop and lead Blue strategy for leveraging information as a strategic asset to drive innovative new healthcare programs/services.
- Create, implement and operate a Blue cloud platform for integrating major Blue and non-Blue information assets into a secure, accurate, interoperable set of web enabled shared services that can be made available to drive healthcare innovation.
- Lead ongoing business development, business modeling, execution and P & L of Blue cloud platform, and OPM Multi-State Program.

Vice President, National Programs (2001-2012)

Reporting to the Senior Vice President, National Programs, responsible for Blue National Account Strategy, business development, and business/technical operations that support 37 independent Blue Plans. Led the BlueCard Program, a Blue National Account platform with over \$100B in claims payments annually.

- Led National Account market research and strategy for Blue National Account business yielding 11 straight years of membership increases and a 34% national market share, up from 15% in 2001.
- Developed national provider network strategy, leading to over \$40B in discount savings to Blue companies annually.
- Designed and implemented National Programs (PPO, Consumer Directed, Medicare, others) to support Blue Cross Blue Shield clients, including over half of the Fortune 500.
- Implemented operational and technical support services for Blue companies, including the foundation for real time and Web services (2007).
- Led all National business operations, including educational programs, audit programs, a national call center, a provider finder Web site, and provider cost/quality services.

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- Developed financial, operational and regulatory monitoring/compliance programs to accommodate market expectations and state/federal requirements.

Executive/Managing Director, National Programs (1998-2001)

Reporting to the Senior Vice President, National Programs, responsible for all National Account support services to Blue Plans, including the BlueCard Program.

- Identified the National Account market requirements and created the business rules that enabled the Blues to complete nationally, resulting in annual membership increases since 1996.
- Led the development of a national Blue provider database, automating the creation of online directory services for members.
- Implemented an automated financial audit program across the Blue Cross Blue Shield system, ensuring consistent provider discount sharing for national clients.
- Developed and implemented a Blue national approach to HIPAA compliance, BlueExchange, which enables real time member eligibility, claims status, and future Web services.

Director/Manager, National Programs (1995-98)

Reporting to the Executive Director, BlueCard, responsible for all national policy, Blue Plan financial compliance, and Blue Plan executive governance with Board subcommittees.

- Led national PPO program development, creating a PPO product design and provider network for national clients.
- Developed and implemented BlueCard Worldwide, the Blue system's program for international travelers and residents.
- Restructured national financial policies to accommodate emerging legal requirements and client expectations.

Senior Consultant/Consultant, National Programs (1985-1995)

- Led business design of the BlueCard Program, including financial policy, operational requirements, technical design and Blue Plan educational programs.
- Implemented the BlueCard Program across all Blue Plans, developing senior executive consensus on policy and implementation timing.
- Supported the business design and implementation of National Account reporting programs prior to the development of BlueCard.

Indiana University, Bloomington, Indiana

1975-1982

Research and Graduate Development, Grants Consultant (1980-82)

Reporting to the Vice President of Research and Development, responsible for identifying research grant opportunities for faculty, and for developing university grant proposals.

- Consulted on the development of faculty grant proposals.
- Developed educational materials and services for Indiana University faculty seeking grants.
- Redesigned the grant research/publication process, automating publication of grant opportunities.

Assistant to Director/Associate Instructor, English Department (1975-80)

Reporting to the Director of undergraduate writing programs, responsible for training new graduate student instructors, and for teaching undergraduate English courses.

- Developed and implemented training programs for new graduate instructors.
- Designed and taught undergraduate writing and literature courses.

BOARD MEMBERSHIPS

NASCO Board, 2002-Present

NASCO Finance/Investment Committee Chair, 2007-2012

- Serve as a Board member for a Blue Cross Blue Shield owned company that provides product and claims processing services for owner Blue Plans (\$100M+ annual revenues).

CAQH Board, 2012-Present

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CAHME Board (Commission on Accreditation of Healthcare Management Education), 2008-Present

EDUCATION

- **Tulane University**, New Orleans, Louisiana [B.A. in English, 1973]
- **Indiana University**, Bloomington, Indiana [M.A. in English, 1975]
- **Indiana University**, Bloomington, Indiana [Ph.D. in English, 1984]