

PROFESSIONAL EXPERIENCE

ASCENDIUM, Oakland, CA

2025 – Present

President and Chief Executive Officer

Nonprofit parent company of Blue Shield of California and its affiliates (Blue Shield Promise, Altas, Stellarus)

Responsible for providing strategic leadership for Ascendium and its portfolio of mission-driven health care organizations, advancing affordability, innovation, and system reform across nonprofit health care.

BLUE SHIELD OF CALIFORNIA, Oakland, CA

2002 – 2024

A \$27B, 6M member not-for-profit health plan serving commercial, individual and government markets in California.

President and Chief Executive Officer (named President Jun'12, CEO Jan'13)

2012 – 2024

Responsible for providing overall vision and leadership to a mission driven organization of >7,000 employees. Report to the Blue Shield of California Board of Directors.

- From 2013 to 2024, the company grew from 2.9M to 6M members, and from \$10B to \$27B in annual revenue increasing market share at a faster rate than all major competitors including Kaiser Permanente, Anthem, and all other major publicly traded health plans.
- As part of the pledge to retain no more than 2% of revenue in net income, Blue Shield has returned **\$817M** to its customers and the community since 2011.
- Maintained consistent profitability with an 'A' financial rating annually since '13.
- Reduced annual administrative expenses by approximately **\$300M** cumulative through an end-to-end process transformation, dramatically increasing levels of automation and providing real-time digital exchange of information.
- Designed, deployed, and piloted an ambitious Health Reimagined strategy to transform health care making it high-tech, high-touch, holistic, personalized, and physician-friendly. Pilots reduced health care costs > 10% while greatly improving member and physician satisfaction.
- Orchestrated and executed Board-approved \$1.2B acquisition of California Medicaid health plan (Care 1st) in '15 which added 400,000 California members, \$2B in annual revenue, and represented Blue Shield's first entry into Medicaid. Financial performance and membership growth since the acquisition exceeded projections.
- Designed and successfully executed the company's entry into the California Exchange (part of Affordable Care Act), which positioned Blue Shield as the individual market share leader (profitable first year).
- Completely rebuilt company's Information technology stack, replacing data centers, telephony infrastructure, portal infrastructure, migrated to a new operating system, and replaced much of the application layer. Blue Shield's digital application for members went from <2 – 4.8-star rating on application stores.
- Steadily improved Blue Shield clinical quality scores and restored its Medicare Advantage to a 4-star plan.
- Designed and launched provider partnerships (physician and hospital) based on global budget and risk share arrangement, which has maintained a 2.7% compound annual health care cost trend for eight years as compared to > 6% for the rest of Blue Shield's business. Launched a network (Trio) composed exclusively of these provider partners in '16 which now has 390,429 members.
- Drove customer satisfaction Net Promoter Score up by investing in the end-to-end member experience, better communicating value to our members, improving our digital user capabilities, and onshoring 100% of member calls. NPS ended 2021 at +18.9%, a 3.2pt improvement over 2019.
- Led the effort that culminated in 2022 with Blue Shield being named to Fortune's top 100 places to work in the country along with numerous other external awards and recognitions (see separate page listing recent awards)
- Received numerous personal accolades for leadership, including:
 - Named 'Top 100 Most Influential People in Healthcare' by Modern Healthcare in '24
 - Named 'Most Popular Major Payer CEO' in Apr'20 by Health Payer Specialist.
 - Named 'One of the Most Admired CEOs in San Francisco' by Business Times in '19.
- Successfully advocated critical public policy efforts, including preserving and expanding the Affordable Care Act and creating a statewide mandate for data sharing

PROFESSIONAL EXPERIENCE (CONT.)

BLUE SHIELD OF CALIFORNIA (Cont.)

- Executive Vice President, Chief Operating Officer** 2009 – 2012
Responsible for profit and loss, marketing, product, sales, underwriting, network management, health care services, operations, and e-business for all medical and specialty lines of business (individual, small group, large group, national accounts, labor and trust, CalPERS, TRICARE, Medicare, other government programs, dental, vision, life, stop-loss). This includes responsibility for ~3M members and \$10B in annual revenue.
- Senior Vice President Large Group Business Unit** 2004 – 2008
Responsible for membership, profit and loss for all Blue Shield’s medical membership with employers that have 51 or more employees and for all specialty benefits (dental, vision, life insurance). This includes responsibility for 2.5M members and over \$5B in annual revenue.
- Senior Vice President CalPERS Business Unit** 2002 – 2004
Responsible for membership, profit and loss for business unit dedicated to serving CalPERS which includes 400,000 members and \$1.3B in annual revenue.

ADDITIONAL INFORMATION

Affiliations

- Lead – CALIFORNIA STATEWIDE COVID-19 VACCINATION NETWORK** 2021
- Co-Chair – CALIFORNIA GOVERNOR’S COVID-19 TESTING TASK FORCE** 2020
- Board Chair – ALTAIS** 2019 – Present
- Board Member – BLUE CROSS BLUE SHIELD ASSOCIATION** 2013 – Present
 - **Chairman of Board – 2017 - 2018**
- Board Member – MANIFEST MEDEX** 2017 – 2022
- Board Member – BLUE SHIELD OF CALIFORNIA** 2013 – Present
- Board Member – AMERICA’S HEALTH INSURANCE PLANS (AHIP)** 2012 – Present
- Board Vice Chair – CALIFORNIA ASSOCIATION OF HEALTH PLANS** 2005 – 2018
- Board Member – BAY AREA CITY COUNCIL** 2013 - 2019

Volunteer Services:

- **Taught middle school economics classes, JUNIOR ACHIEVEMENT**
- **Annual Fund Advisory and Reunion Giving fund-raising committees, COLORADO COLLEGE**
- **Women’s Community Clinic, BLUE SHIELD EXECUTIVE SOCIAL INVESTMENT**

Prior Professional Experience:

- **Pacific Business Group on Health Relationship Manager – DEFINITY HEALTH (2001 – 2002)**
- **Co-founder, Executive Vice President - Marketing – MYWAYHEALTH (2000 – 2001)**
- **Director Product Management – BLUE SHIELD OF CALIFORNIA (1995 – 2000)**
- **Senior Associate – BOOZ-ALLEN & HAMILTON (1991 – 1995)**

Business Fluent Languages: English, Russian (formerly)

EDUCATION

- Master of Arts (Philosophy, Politics and Economics), OXFORD UNIVERSITY, Oxford, England**
Rhodes Scholar; Thesis: “Foreign Direct Investment and Soviet Economic Development”; Captain of the University Ice Hockey Team
- Economics Semester Program Abroad, PLEKHANOV INSTITUTE OF ECONOMICS, Moscow, Russia**
All course work conducted in Russian

Blue Shield of California Organizational Awards Since 2021

- Fortune 100 Best Companies to Work For® ('22)
- Great Place to Work certification ('22-'20)
- Deloitte's Best Managed Company ('22-'20)
- Human Right Campaign's Best Place to Work for LGBTQ+ ('22-'19)
- Named 'One of the World's Most Ethical Companies' eight times by Ethisphere Institute ('22-'13)
- People Magazine Companies that Care ('21)
- Points of Light Civic 50 ('21)
- SFBT Top 100 Bay Area Corporate Philanthropists ('21-'20)
- Achievers 50 Most Engaged Workplaces ('21-'19)
- #1 on DiversityInc's Top Regional Companies list ('21-'20)
- Top Veteran Friendly Company by US Veteran Magazine ('21-'20)
- Leading Disability Employer by National Organization on Disability ('21-'20)
- Best Companies for Women to Advance by Parity.org ('21-'20)
- Best Place to Work in Healthcare by Modern Healthcare ('20)