## COMPANY LEADERSHIP





JD Hickey, M.D.

President and Chief Executive Officer.

As CEO of BlueCross BlueShield of Tennessee, JD is responsible for aligning the mission, values and strategic goals for the state's largest health plan.

With both a medical and legal background, JD brings a unique perspective to guiding the leadership team responsible for daily service to our 3.4 million members. He is responsible for the development and implementation of long-range strategic goals and objectives for BlueCross.

Prior to his appointment as CEO in September 2015, JD served as BlueCross Executive Vice President and Chief Operating Officer for three years. He joined the company in 2011 as President and CEO of Medicaid managed care subsidiary BlueCare Tennessee.

Before joining BlueCross in 2011, JD was a partner at McKinsey & Company. From 2004 to 2006, Hickey served as director of TennCare, Tennessee's Medicaid program, leading efforts to reform the program and return it to financial stability.

JD serves on the board of directors for the Blue Cross and Blue Shield Association, America's Health Insurance Plans and the National Institute of Health Care Management.

After graduating magna cum laude with a bachelor's degree from Colgate University, JD earned his medical degree from the Duke University School of Medicine and his juris doctorate from the Duke University School of Law.



### Scott Pierce

Executive Vice President and Chief Operating Officer

As COO of BlueCross BlueShield of Tennessee, Scott is responsible for day-to-day management and operation of the state's largest health insurer, with 6,000 employees serving 11,000 Tennessee businesses and 3.4 million members throughout the state and across the nation.

Scott takes an active role in developing the long-range goals, plans and objectives of the organization. A believer in focused energy and execution, he leads his operations teams – including customer service, claims, clinical staff, provider networks, marketing, and information systems – to succeed by remembering the ultimate customer, and always relating to their needs.

Joining BlueCross in 2011 as president and CEO of BlueCare Tennessee, our company's Medicaid managed care subsidiary, Scott has successfully infused each team he has led with the drive to continually perform and advocate on behalf of our members.

Under his leadership, the company has the fastest growing Medicare Advantage membership in the state. And BlueCare Tennessee now serves more than 550,000 Medicaid members under a contract with the state Bureau of TennCare – a contract we have supported since the TennCare program's inception more than 20 years ago.

Raised in Knoxville, Scott earned both a Bachelor's degree in Economics and a Master's in Public Administration from the University of Tennessee.



# John Giblin Executive Vice President and Chief Financial Officer

John serves as executive vice president and chief financial officer for BlueCross BlueShield of Tennessee, responsible for the company's financial stewardship on behalf of its 3.4 million members. He directs controllership and treasury duties, along with economic strategy and forecasting. His guidance – and the work of his team – ensures accurate and timely financial reporting, investment risk management, and precise economic modeling and forecasting.

John joined the company in 2007, with a history of CFO leadership at national and global firms serving the health care and insurance industries. He graduated summa cum laude from the University of West Florida with a Bachelor of Arts degree in Accounting.

In addition to his internal leadership role at the company, John also represents BlueCross BlueShield of Tennessee on the boards of Life & Specialty Ventures, a specialty insurer; BlueCross BlueShield Venture Partners, a private equity fund; and National Employee Benefits Administration, an employee benefits trust, where he serves as vice-chair of the board and chair of the investment subcommittee.

He is a member of the American Institute and Georgia and Tennessee Societies of Certified Public Accountants, Financial Executives International, and a past president of the Atlanta Chapter of the Information Systems Audit and Control Association.



#### Anne Hance

Senior Vice President and General Counsel

As senior vice president and general counsel for BlueCross BlueShield of Tennessee, Anne provides strategic legal counsel to the company and oversees legal affairs and corporate governance.

Before joining BlueCross in 2016, Anne was in private practice, most recently with McDermott Will & Emery LLP, an international law firm, based in Washington, D.C. In that role, Anne advised health insurers and other clients on issues related to health insurance, Medicare and Medicaid managed care, health care reform, fraud and abuse, privacy, and other health policy matters.

Anne is a member of the American Health Lawyers Association, the American Bar Association, Health Law Section; and the District of Columbia Bar Association, Health Law Section. She is a contributing author for several treatises on health law issues and regularly speaks on health insurance-related matters.

Anne received her bachelor of arts degree in political science from Colgate University and her juris doctorate from Wake Forest University School of Law.



#### Dakasha Winton

Senior Vice President and Chief Government Relations Officer

In her role at BlueCross, Dakasha leads the company's state and federal government relations efforts and oversees analysis of proposed legislative and regulatory changes. She also serves as the BlueCross liaison to federal and state industry associations and advocacy groups.

Previously, Dakasha served as the director and associate general counsel for state government relations and public affairs for BlueCross and was the primary liaison to the Tennessee Department of Commerce and Insurance and other state agencies.

Before joining BlueCross, Dakasha was chief counsel for the Insurance, Securities and TennCare oversight divisions of the Tennessee Department of Commerce and Insurance. She was also a staff attorney for the department.

Dakasha graduated cum laude from Tennessee State University and earned her law degree from the University of Memphis.

She is a member of the Nashville and Tennessee Bar Associations, the Tennessee Lobbyists Association, and the American Health Lawyers Association. She was named a fellow of America's Health Insurance Plans in 2010.

In 2016, she was named a fellow of the Nashville Health Care Council and was the recipient of the Napier-Looby Bar Association Trailblazer of the Year Award honoring outstanding achievements in the Nashville legal community.



#### Karen Ward

Senior Vice President and Chief Human Resources Officer

With BlueCross as her focused career, Karen not only knows every aspect of the company's Human Resources operations – she also knows our BlueCross people, located in six office sites across the state.

As Senior Vice President and Chief Human Resources Officer, she is responsible for managing all functions of the Human Resources division, as well as the company's Properties and Corporate Services division.

Karen began her career with BlueCross in 1983, working 15 years with the BlueCross BlueShield of Memphis plan, which became part of the BlueCross BlueShield of Tennessee organization in 1998.

Following the merger, she provided expanded leadership to the growing company and was promoted to Vice President in 2010, assuming the additional responsibilities for Talent Acquisition, Total Rewards, Business Consulting and Organizational Development. She was promoted to her current role in 2012.

Karen received her bachelor's degree in business administration from Middle Tennessee State University and holds the Senior Professional Human Resources designation from the National Society for Human Resource Management (SHRM). She is a member of the National HR Policy Association and serves on the CHRO Advisory Board of i4cp, the Institute for Corporate Productivity.



### Ronald Harris

Vice President, Diversity and Inclusion

Ronald's role at BlueCross BlueShield of Tennessee is to cultivate a corporate culture where diversity and inclusion are aligned with the company's corporate strategies and values.

He provides strategic leadership and counsel for diversity initiatives within the organization, including diversity awareness training, recruitment, cultural competency training, employee development and community outreach.

Ronald has served in various management roles at BlueCross for 30 years, and is also a co-founder of the BlueCross BlueShield Association Diversity Alliance. The Alliance acts as a resource to share best practices and address diversity awareness and community outreach across the country.

He earned a nomination for the prestigious Robert Shaw Symbol of Hope Award and has been featured in the Equal Opportunity Publication and African American Career World magazines. In 2015, Ronald was recognized by the Chattanooga Women's Leadership Institute as one of the top five men promoting women in Chattanooga.

Ronald frequently serves as an expert speaker at business functions and conferences nationwide on diversity topics that impact the workplace. His presentations address issues such as generational diversity, disability awareness, stereotypes, effective cross-cultural communication, religion in the workplace and the business case for diversity.



### Roy Vaughn

#### Senior Vice President and Chief Communications Officer

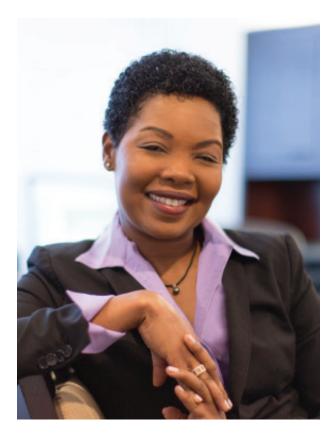
As senior vice president and chief communications officer, Roy leads an integrated communications team responsible for public affairs, employee communications, brand and market strategy, consumer experience, marketing communications and community relations.

Roy has served health care companies throughout his career, building a depth of expertise in the industry, with a focus on strategic communication practices, reputation management, crisis communications and response.

Before joining BlueCross as director of communications in 2007, Roy was a founding partner at the Nashville public relations firm of Katcher Vaughn & Bailey Public Relations. As the client lead, he provided guidance, counsel and support to BlueCross leadership for many years.

Roy is a member of the Public Relations Society of America (PRSA) and the Arthur W. Page Society. He has served as chairman of the Counselors Academy of PRSA and maintained his Accreditation in Public Relations (APR) for more than two decades.

Roy is a past chairman of the board of the Chattanooga Area Chamber of Commerce and its Foundation. He is also a member of the board of trustees for the Middle Tennessee State University College of Media and Entertainment, where he earned his bachelor's degree.



# Andrea D. Willis, M.D. Senior Vice President and Chief Medical Officer

In her leadership role at BlueCross BlueShield of Tennessee, Dr. Willis ensures that all clinical initiatives and quality endeavors support the needs of our members, and contribute to the overall health and well-being of our communities. As the standard bearer for clinical excellence and positive health outcomes, she keeps quality care at the forefront of discussions with our customers, providers, regulators and stakeholders.

Meeting Dr. Willis means quickly recognizing her passion for better health and a better health care system, which stems from her early professional experience as a pediatrician. Within BlueCross, she has served as medical director, advising on care structures for many successful programs, including the CHOICES Long-Term Services and Support program for the state's Medicaid population, and CoverTennessee.

Before joining our company, she served the State of Tennessee as director of CoverKids, helped develop Tennessee's federally approved State Children's Health Insurance Program (SCHIP), and served as deputy commissioner for the Tennessee Department of Health.

Dr. Willis is a fellow with the American Academy of Pediatrics and a member of the Tennessee Medical Association. She earned a Master of Public Health from Johns Hopkins School of Hygiene and Public Health and a Doctor of Medicine from Georgetown University School of Medicine.



#### **Amber Cambron**

President and CEO, BlueCare Tennessee

As president and chief executive offer of BlueCare Tennessee, Amber guides a leadership team responsible for serving Tennessee's most at-risk and vulnerable residents.

BlueCare is a wholly owned subsidiary of BlueCross BlueShield of Tennessee and serves as one of the state's three Medicaid managed care organizations. Taking a holistic, person-centered approach, Amber's team manages care and provides quality health care products, services and information for more than 600,000 government program members.

Her oversight also includes the CHOICES program, which provides long-term services and supports designed to help disabled individuals remain with their families and engaged in their communities.

In 2016, CHOICES launched Employment and Community First (ECF), a first-in-the-nation pilot program aimed at helping individuals with intellectual or developmental disabilities gain employment and work toward an independent lifestyle.

Before becoming BlueCare CEO in 2014, Amber was vice president and chief operating officer of BlueCare, and was responsible for the daily management and operations.

Amber began her career in the insurance industry in 1986 as a system analyst at Provident Life and Accident. She joined BlueCross in 1988 as a claims supervisor.

She is a graduate of the University of Tennessee at Chattanooga, where she earned a bachelor's degree in business administration.



### Henry Smith

Senior Vice President, Operations, and Chief Marketing Officer

As senior vice president of operations and chief marketing officer at BlueCross, Henry is responsible for strategic operations and service delivery for all commercial lines of business.

He oversees sales and account management, product development, group and member customer service, membership administration, claims administration, and commercial financial management. Henry's teams have earned BlueCross a reputation for customer service excellence.

Henry joined BlueCross in 1995 as president of the company's third-party administrator, Advanced Insurance Services, and later he became regional sales director for the Memphis office.

Before joining the company, Henry worked in a variety of finance management positions, including chief financial officer and treasurer for Fred's Inc.

Henry is community minded and has served on numerous boards and organizations, including the American Red Cross, American Heart Association and American Cancer Society. He is also a member of the National Association of Health Underwriters.

He is a graduate of the University of Memphis and is a certified public accountant.



# Todd Ray Vice President and General Manager, Senior Products

As vice president and general manager of senior products, Todd leads the team managing and operating our 4-STAR quality rated Medicare Advantage plans. His organization develops and supports our Medicare Advantage and Medicare supplemental products, including clinical management, clinical quality improvement, physician engagement, customer service, member outreach programs and other functions.

Todd joined BlueCross in 2013 as director of product strategy, where he was responsible for product development and design. This included building individual and group Medicare offerings, managing required marketing materials, and creating our provider engagement strategy.

Prior to joining BlueCross, Todd worked for Humana, where he most recently served as regional director of Medicare risk adjustment and strategic planning for a four-state region. He also served as a Medicare market leader, Medicare operations director, Medicare finance director and corporate new business development director.

Todd holds a Certified Health Insurance Executive (CHIE) designation and a Six Sigma Black Belt certification. He earned a Master of Business Administration degree in health care administration and a Bachelor of Science degree in business administration, specializing in finance and management, from the University of Louisville.



### Kelly Paulk

Vice President, Product Strategy and Individual Markets

As vice president of product strategy and individual markets, Kelly Paulk oversees product strategy for employer group and individual customer markets, provides leadership to operations, sales and strategic marketing areas and serves as the point person for regulatory, compliance and audit processes for the individual product line.

Her team develops health insurance products and services to meet the coverage and affordability needs of our small group, large group, self-funded employer group and individual customers, and provides education and analysis to frontline employees who work with our customers every day.

Kelly joined BlueCross in 1993, and was most recently director of product strategy. In this role, she led the development of health insurance products, and was responsible for Affordable Care Act analysis and education, and directed implementation of corporate initiatives including key provider network partnerships and provider reimbursement methodologies.

Before BlueCross, Kelly served as office manager for Pepsico Food Systems supervising the accounts receivable and accounts payable departments and managing contract administration.

Kelly earned a Master of Business Administration degree and a Bachelor of Science degree in marketing from the University of Tennessee in Chattanooga, and has a paralegal certification from Southeastern Paralegal Institute in Nashville.