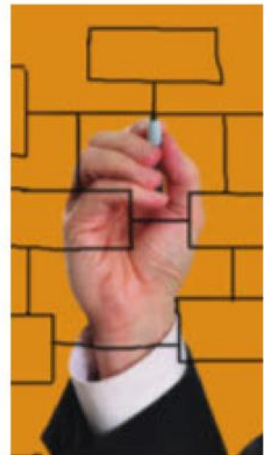




A Position Profile



Senior Vice President and Chief Analytics and Information Officer



Blue Cross Blue Shield of Minnesota
Minneapolis/St. Paul, Minnesota

Table of Contents

SECTION 1

Overview

Blue Cross Blue Shield of Minnesota	1
Mission and Vision	1
Minnesota Health Care Programs	2
The Center for Prevention	3
Market Segments Served and Product Offerings	4
Corporate Social Responsibility	5
Blue Cross Foundation	6
Awards and Distinctions	7
Executive Biographies	8

SECTION 2

Position Description

Reporting Relationship	11
Principal Accountabilities	11
Experience and Qualifications	13
Personal and Professional Attributes	14

SECTION 3

Community Information

Minneapolis - St. Paul, Minnesota	15
-----------------------------------	----

SECTION 4

<i>Furst Group</i>	18
--------------------	----

Blue Cross Blue Shield of Minnesota



Blue Cross Blue Shield of Minnesota (BCBS MN), a not-for-profit taxable health insurance company and independent licensee of the Blue Cross and Blue Shield Association, was the first “Blue” Health Plan in the nation and the first health plan in Minnesota. Its history began in 1933, when seven St. Paul hospitals teamed up to form the “Minnesota Hospital Association.” It became the country’s first prepaid healthcare network. An early ad featured a nurse with a blue cross armband on the sleeve of her uniform. This was the birth of the iconic logo, and the first health plan to be known as “Blue Cross.”

Less than 10 years later, the name and symbol were adopted by the national Blue Cross Association. Blue Cross went on to become one of most recognized and trusted healthcare brands in the world.

Aware Integrated, Inc. (AI), the parent company of Blue Cross and Blue Shield of Minnesota (Blue Cross), created a new health brand in 2016 to extend its family of diversified companies. The new brand, **Stella**, will create a broad portfolio of health solutions to make health easy and connected for everyone. New strategic partnerships across all aspects of well-being – including physical, emotional, social, and financial – will complement Blue Cross’ healthcare expertise.



Mission

Our mission is to make healthy choices possible for all Minnesotans. We tackle the leading causes of preventable disease—commercial tobacco use, physical inactivity and unhealthy eating—to increase health equity, transform communities, and create a healthier state.

Vision

We envision Minnesota as a place where:

- ***People live long and healthy lives***
- ***Engaged residents create vibrant, active communities***
- ***Diseases are prevented before they occur***

BCBS MN wants its members to have better access to healthcare, while also striving for healthcare to be affordable and available when it is needed and where it is needed. Today BCBS MN is the leading health plan in the state:

- Headquartered in the St. Paul suburb of Eagan, Minnesota.
- More members, the largest network of doctors, and more products and services than any other health plan in Minnesota.
- Approximately one in three Minnesotans has a health plan with BCBS MN.
- The 2.6 million members can be found in every Minnesota county, in all 50 states and on four continents.
- \$11.2 billion of medical claim payments were incurred, which represented 90 cents of every premium dollar going directly to cover health care costs.
- Administrative costs are less than 10 cents of every dollar – one of the lowest in the country.
- BCBS MN provides more than \$250 million in wages to the state economy each year.
- Approximately 3,500 employees work for BCBS MN throughout Minnesota, with offices in Eagan, Virginia, Aurora, Duluth, and St. Cloud, and a retail store location in Edina.

Minnesota Health Care Programs

Blue Advantage

This health care plan is for people who qualify for Medical Assistance (Medicaid), including families, children, pregnant women, people with disabilities and adults without children.

MinnesotaCare

This health care plan is for people who need help paying for their health care, but do not qualify for Medical Assistance. It is also for working adults who do not have a health plan through their employer.

Minnesota Senior Health (MSC+)

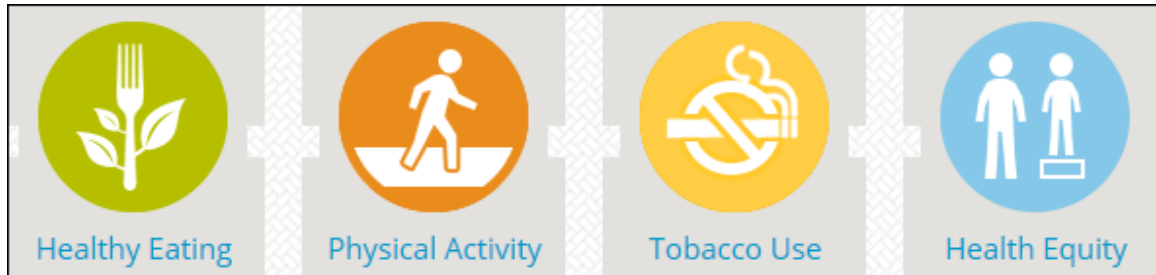
This health plan is for people age 65 and older who qualify for Medical Assistance (Medicaid).

Minnesota Senior Health Options (MSHO)

This health plan, called SecureBlueSM (HMO SNP), is for people age 65 and older. It combines Medicare and Medical Assistance (Medicaid) in one plan.

The Center for Prevention

The Center for Prevention at Blue Cross and Blue Shield of Minnesota tackles the leading causes of preventable disease – unhealthy eating, physical inactivity and tobacco use – to increase health equity, transform communities and create a healthier state.



Healthy Eating

Many of the leading chronic conditions such as diabetes, heart disease and some forms of cancer have strong, undeniable links to what we eat. With this in mind, we strive to ensure that all Minnesotans have the opportunity to select healthy foods for themselves and their families. This is one key to creating a healthier state.

Physical Activity

Making Minnesota a place where everyone has the opportunity to engage in an active lifestyle requires a commitment from multiple sectors and stakeholders. It also relies heavily on community demand. Blue Cross and Blue Shield of Minnesota is proud to play a role in this opportunity.

Tobacco Use

Blue Cross has been at the forefront of efforts to reduce commercial tobacco use in Minnesota. Its historic lawsuit against the commercial tobacco industry resulted in changes to how cigarettes and other products could be marketed. Blue Cross advocated with other community organizations to pass Minnesota's Freedom to Breathe Act, helping ensure all Minnesotans could breathe clean indoor air. Blue Cross also helped pass a significant increase in the commercial tobacco tax—one of the proven ways to help people quit smoking.

Health Equity

Minnesotans live in one of the healthiest states in the nation. Yet the disparities mean that some Minnesotans are at a much higher risk for cancer, diabetes, heart disease and other health conditions, and are some of the greatest disparities in the United States. Marked social, economic and environmental factors can greatly impact health. This could mean living in neighborhoods where fresh, affordable produce is scarce, being part of a population heavily targeted by the commercial tobacco industry, or living in a neighborhood that lacks

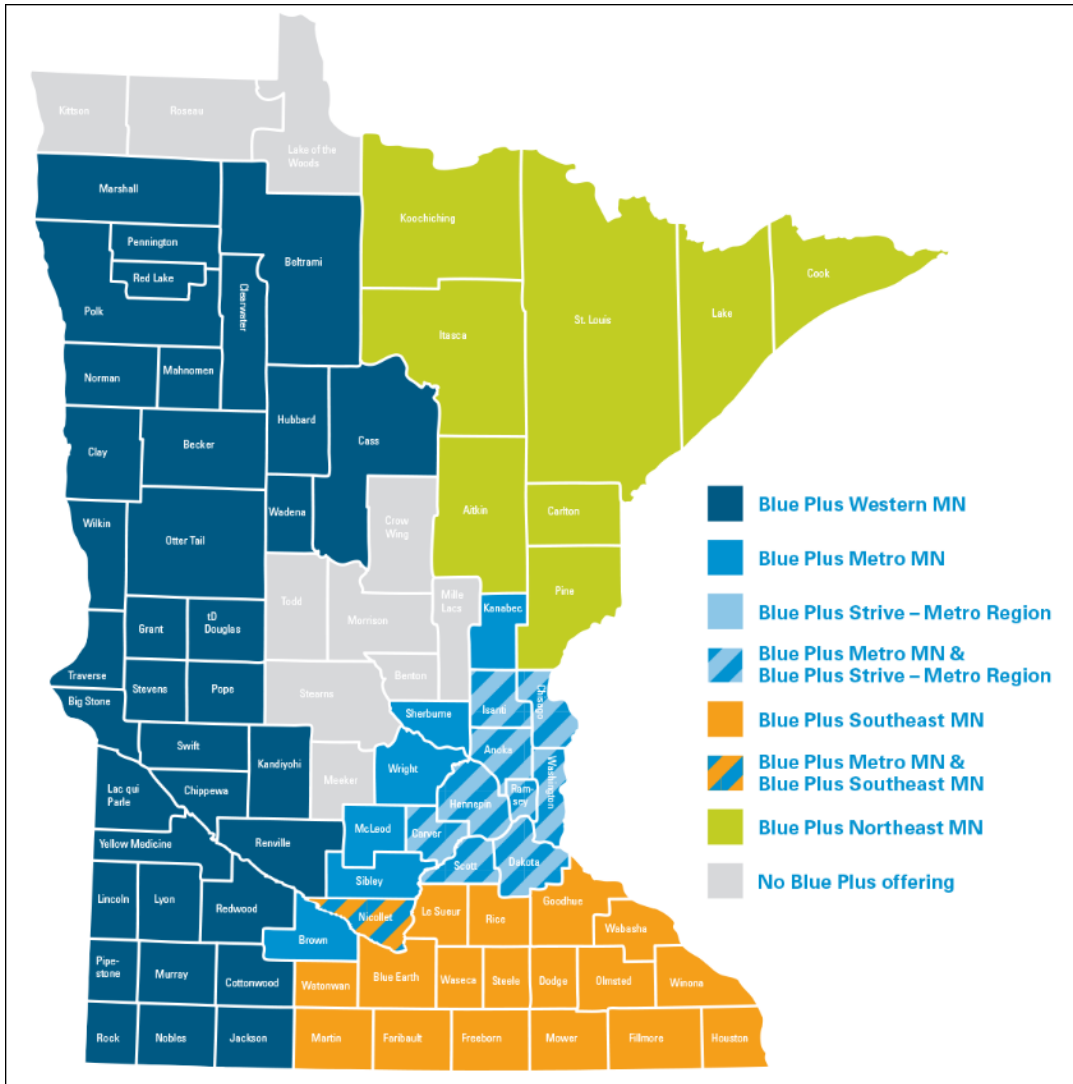
safe places to walk or bike. That is why BCBS MN is integrating health equity across all its work from funding communities to the way it addresses policy change at a state and local level.

Market Segments Served and Product Offerings

BCBS MN services multiple markets throughout Minnesota and beyond, providing a comprehensive and diverse portfolio of insurance products and health benefits administration. The plan enjoys a leading position in all market segments

Health plan based on where you live in Minnesota

Individual and family health plans for Minnesotans offered through Blue Plus are based on where you live. Each plan has a network of covered health care providers in the area.



Health Plan Choices for Large Employers

Easy - Efficient - Convenient

BLUE CROSS CHOICES FOR LARGE EMPLOYERS			
TURN-KEY	GUIDED	CUSTOM	BUNDLED
Easy, efficient, off-the-shelf plans	Build a plan with popular options and variables	Maximum flexibility for your plan	Combine our fully insured vision and dental plans with a fully insured medical plan to save money

Blue Cross Dental

Blue Cross and Blue Shield of Minnesota (Blue Cross) began offering dental products in 2016, the result of a new agreement with Pennsylvania-based United Concordia Dental.

The new dental portfolio, called Blue Cross Dental, consists of a variety of comprehensive and low-cost preferred provider organization (PPO) products for purchase by individuals and businesses. It offers a range of prices, cost-sharing and benefits, and provides access to United Concordia's Advantage Plus 2.0 network. As one of the nation's largest dental provider networks, Advantage Plus 2.0 offers deep discounts on services throughout the country. United Concordia will also administer and provide claims administration for the product portfolio in Minnesota.

"Strive" Product Portfolio for 2019

Blue Cross and Blue Shield of Minnesota (Blue Cross) and Fairview Health Services (Fairview) are joining together to offer a unique suite of consumer-centric health insurance products for 2019 under the name **Strive**.

Designed as a focused approach for delivering highly coordinated and personalized care, Strive will be available to large employers (50 or more employees), Medicare Advantage beneficiaries, and individuals who purchase insurance coverage on their own.

The eight counties where all three Strive offerings will be in 2019 are: Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, and Washington.

Corporate Social Responsibility

For more than 80 years, BCBS MN has been committed to Minnesota communities. Blue Cross helped move health forward in Minnesota communities in many ways including Blue Cross employees' philanthropic and volunteer efforts. Its corporate commitment to communities is exemplified by:

- The current Report to the Community
- Heart of Blue programs for community involvement

- Annual community giving campaign, supporting nonprofit organizations across the state
- Employee volunteering, including the Volunteer Paid Time Off (VPTO) program
- Employee and corporate participation in the Minnesota Foodshare March Campaign and the American Heart Association Heart Walk
- Our commitment to diversity and inclusion
- The work of the Blue Cross and Blue Shield Foundation and the Center for Prevention
- Code of Conduct (PDF)

Blue Cross Foundation

In 2017, the Blue Cross Foundation awarded \$1 million in grants to create healthier communities and advance health equity with projects focused on community safety, education, employment, family and social support, and income.



The Blue Cross Foundation is the philanthropic arm of the organization, the state’s largest health plan. BCBS MN traces its roots in Minnesota back to 1933, and today it serves 2.9 million members. The Foundation was established in 1986.

Blue Cross and its family of companies focus on key elements of health across the spectrum. Prevention Minnesota is Blue Cross’s initiative to tackle the leading root causes of preventable disease throughout Minnesota: tobacco use, lack of physical activity, and unhealthy eating. A part of Blue Cross’ non-profit mission is to advocate for public policies that ensure access to affordable, high-quality healthcare for members. As the philanthropic arm of Blue Cross, the Foundation has a unique opportunity to focus “upstream” on social determinants of health to improve the health of entire communities throughout the state of Minnesota with a special focus on low-income communities.

Health equity is at the core of everything it does. Since 2005, the Foundation has been committed to focusing on community conditions that affect health as well as funding upstream solutions.

The Foundation focus is on community health outcomes — specifically, greater opportunities for people to achieve their fullest health potential, which leads to health equity across the state. The Foundation focuses on the social determinants of health that drive health outcomes:

- Income
- Employment
- Education
- Family and Social Support
- Community Safety

The Foundation is interested in long-term solutions that can positively change the lives and health of Minnesotans now and for generations to follow. The Foundation supports work that helps change systems, infrastructures, and attitudes.

Awards

Centers for Medicare and Medicaid Services (CMS) Rating

For 2018, Blue Cross achieved a 5-Star rating out of five stars on the Platinum BlueSM Cost plan and a 4.5-Star rating out of five stars on the SecureBlueSM Minnesota Senior Health Option plan. Blue Cross' Platinum Blue plan is the only medical and drug coverage plan in Minnesota to receive a 5-Star rating for 2018.

NCQA Awards Blue Cross "Commendable" Accreditation Status

The National Committee for Quality Assurance (NCQA), an independent nonprofit organization, awarded accreditation to Blue Cross and Blue Plus for its Marketplace, Medicaid and Commercial plans. Its Medicaid and Commercial plans also received the Commendable level of accreditation. Only about one-third of all health plans nationally are accredited at this level.

Beyond the Yellow Ribbon

BCBS was the first health plan in Minnesota to be designated as a Beyond the Yellow Ribbon Company for its efforts to hire and retain veterans, along with its community outreach activities and active support of military organizations. Highlights in 2017 included hosting an on-site seminar for Yellow Ribbon companies throughout the state and training Blue Cross clinical staff on referral resources to better assist their veteran members.

Executive Leadership

Craig E. Samitt, M.D., MBA *President and Chief Executive*

In his role as President and Chief Executive Officer of Blue Cross and Blue Shield of Minnesota and its parent company Stella, Dr. Craig E. Samitt is responsible for overseeing the strategy and operations of the state's first and largest health plan.

Dr. Samitt came to Blue Cross in July 2018 from Anthem, Inc., where he served as Executive Vice President and President of its Diversified Business Group. He built partnerships within and outside of Anthem to provide new sources of growth for the enterprise and deepened Anthem's relationships and impact across the healthcare ecosystem. Concurrently, he led and executed a nationwide clinical vision and strategy as Anthem's Chief Clinical Officer. Dr. Samitt's numerous accomplishments at Anthem include advancing the company's portfolio of provider partnerships and payment innovation models, leading quality improvements in patient outcomes and increasing the delivery of value-based care.

An internal medicine physician by training, Dr. Samitt has worked across multiple sectors within the health care industry. His career includes a number of senior executive positions, including Partner and Global Provider Practice Leader at Oliver Wyman, President and CEO of HealthCare Partners, a subsidiary of DaVita HealthCare, and President and CEO of Dean Health System Inc., one of the largest integrated health systems in the Midwest.

For nearly 25 years, Dr. Samitt has been a nationally recognized expert and thought leader on health care delivery and policy. His record of collaborating across the health care system to deliver higher quality care at a lower cost led to him being named as one of the "50 Most Influential Physician Executives and Leaders" by *Modern Healthcare* in 2018.

Dr. Samitt holds an undergraduate degree from Tufts University, a medical degree from Columbia University, and an MBA from the Wharton School of Business. He completed a medical residency in internal medicine at Brigham and Women's Hospital in Boston and is a fellow of the American College of Physicians. He is a current board member of the National Committee for Quality Assurance (NCQA) and a former commissioner on the Medicare Payment Advisory Commission (MedPAC), an independent agency that advises Congress on Medicare payment policy.

Ruth Hafoka *Senior Vice President, Chief Human Resource Officer*

As Chief Human Resources Officer, Ruth Hafoka is responsible for all functions within human resources, including compensation, benefits, talent acquisition, talent strategy, learning and performance management programs, payroll and HRIS, and employee relations.

Ms. Hafoka has more than 20 years of human resources and talent management leadership experience. Immediately prior to joining Blue Cross and Blue Shield of Minnesota in 2014, Ms. Hafoka was at New York-based Ally Financial, where she was responsible for defining

strategies and designing solutions that enabled the company to attract, develop, engage and retain top talent. Throughout her tenure, Ms. Hafoka's leadership attracted a mix of new talent while managing a workforce reduction in response to industry changes. Her career path also includes leadership positions with GMAC ResCap in Bloomington, Minnesota.

A graduate of Concordia University, Ms. Hafoka earned a bachelor's degree in organizational leadership and communications. She is a proud recipient of the Ally Financial Distinguished Leader Award. Ms. Hafoka serves on two non-profit boards, including Make-A-Wish Foundation Minnesota Chapter and College Possible.

Jay Matushak
Senior Vice President, Chief Financial Officer

As Senior Vice President and Chief Financial Officer (CFO) for Blue Cross and Blue Shield of Minnesota (Blue Cross), Jay Matushak provides leadership for all financial controls and systems, which include financial planning, tax, treasury, investments, corporate finance, actuarial, underwriting and health economics. Additionally, Mr. Matushak is responsible for all aspects of the company's strategic sourcing process, including procurement operations and facilities management.

Prior to joining Blue Cross in 2015, Mr. Matushak spent 14 years in financial leadership positions for UnitedHealth Group, most recently serving as the Vice President of Finance for Medicare and Retirement. His tenure at UnitedHealth Group also included financial leadership positions as the CFO for National Accounts and Commercial Custom Operations and CFO for Specialty Benefits. Prior to his tenure at UnitedHealth Group, Mr. Matushak was an audit manager for the national accounting firm Arthur Andersen.

Mr. Matushak passed the certified public accounting exam and received his bachelor's degree in business administration from the University of Notre Dame.

Garrett Black
Senior Vice President of Health Services and Enterprise Solutions

As Senior Vice President of Health Services, Garrett Black develops strategies and programs to make health care easier to use and more affordable. In this role, he leads innovation in payment for medical services, collaborates with medical providers to create new and transformative care models and addresses the sustainability of health care costs.

In addition to leading health services, Mr. Black has oversight of the organization's Enterprise Solutions function, which comprises information technology and security, core business operating platforms, and data analytics.

Mr. Black joined Blue Cross in 2010 as Vice President of Network Management. In this role, he led Blue Cross' provider relationship and payment strategies. In 2012, he was promoted to Senior Vice President of Health Management, leading medical management and health analytics. In 2014, Mr. Black began a new role focused on developing collaborative partnerships between Blue Cross and medical providers.

Prior to joining Blue Cross, Mr. Black was an experienced hospital and care system leader, first serving as System Director for Strategic Development at Allina Health before joining Children's Hospitals & Clinics of Minnesota as Chief Strategy Officer. His career also includes seven years as a national consultant advising hospitals, physicians and integrated care systems across the country on strategy, business development, mergers and acquisitions, and long-term financial planning.

Mr. Black earned his bachelor's degree from Marquette University in Milwaukee and subsequent master's degrees in business and health care administration from the University of Minnesota.

Position Description



The Senior Vice President and Chief Analytics and Information Officer will lead the transformation of Analytics and Business Intelligence initiatives across the enterprise and align Analytics and Technology programs with broader organizational strategic plans. In addition, the Senior Vice President and Chief Analytics and Information Officer will be the executive business leader who will lead and manage all aspects of BCBS MN's relationships with vended technology partners.

The Senior Vice President and Chief Analytics and Information Officer, in collaboration with enterprise business leaders and P&L owners, will establish an enterprise analytics and technology strategy and development roadmap including data, infrastructure and governance model that ensures delivery of healthcare analytics, informatics support, and analysis that enables key organizational decisions. S/He will lead the organization in planning and implementing enterprise information systems to support business operations and achieve more effective and cost-beneficial enterprise-wide Information Technology operations.

The incumbent will have a blend of executive leadership presence and business acumen and will be a strategically-minded leader with a passion for making data an actionable and transformative asset. This leader will execute a data strategy and roadmap that leverages the company's end-to-end data to create competitive advantage in the marketplace. S/he will serve as an advocate for the company's data administration efforts and will be responsible for the development and delivery of a comprehensive data strategy to optimize decision support and increase analytics and business insights from the data.

Reporting Relationship

The Senior Vice President and Chief Analytics and Information Officer role will report to the President and Chief Executive Officer and will be a key member of the Executive Leadership Team.

Key constituents include the board of directors, business leaders across the organization, and key vendor partners (i.e., Highmark Health Services). In addition, other key relationships will include the National Blue Cross and Blue Shield Association and other Blue Cross Blue Shield plans, and the Twin Cities and Greater Minnesota communities.

Direct Reports to Position:

- Vice President, EHS Platform
- Vice President, Enterprise Analytics

- Technology Leader
- Data Infrastructure Leader

Principal Accountabilities

- Provide leadership and direction to enterprise Analytics and Technology initiatives for the company. Ensure the organization's strategic plan is translated into tactical goals and objectives that guarantee performance objectives are met and/or exceeded.
- Lead the development and implementation of the company's multi-year enterprise analytics strategy to support the company's overall mission and vision. This will require a comprehensive review of current capabilities, an assessment of gaps relative to future state business needs, and the development of an in-depth plan to close capability gaps and build new analytic support. This will entail implementing new strategic use cases in collaboration with business units, setting priorities, building new analytic capabilities, and driving value creation through coordination of business and technical resources.
- Recruit, select, and retain highly qualified professionals. Create a working environment where productivity can be sustained and improved, and where innovation and personal growth are encouraged and realized. Provide the leadership necessary to maintain a motivated, productive, and competent team through open communication and delegation of responsibilities and authority. Ensure people are in place to drive business results. Guide and direct subordinates in their personal and professional development.
- As a key member of the executive leadership team, participate in the development of short- and long-term strategic plans required for the company's ongoing growth and success. Collaborate with the executive team to reach a shared vision regarding analytics and technology and align the development of the function and respective resources with enterprise business objectives.
- Lead in the collection and review of data from varied legacy systems, make recommendations for modernizing legacy systems and assure new solutions provide timely, useful, and clean data. Lead the implementation of a data-management program that leverages company-wide resources, implements and facilitates comprehensive framework addressing data governance standards, data quality, availability and integrity, data stewardship, and data protection and privacy. Evangelize the value of data for analytics and decision support and design appropriate policies to manage data privacy and risk.
- Lead the development and implementation of the company's multi-year enterprise technology strategy to support the company's overall mission and vision. This will require a comprehensive review of current operations and Information Technology capabilities, an assessment of gaps relative to future state business needs, and the development of an in-depth plan to close capability gaps and build capabilities to support the business.
- Build a culture where information is proactively used to identify market opportunities, manage risk, and guide business practices. Frame insights to create a case for change

and action. Prepare and communicate findings and recommendations by developing and presenting high-quality reports and presentations.

- Develop and maintain the systems architecture, defining standards and protocols for data exchange, communications, software, and interconnection of Information Technology systems. Responsible for assuring the quality, comprehensiveness, and timeliness of all data, analytics, and information delivered to internal and external customers.
- Develop and monitor the approved annual operating and capital budgets for Enterprise Analytics and Information Technology systems.
- Approve, coordinate, and control all Technology projects related to selection, acquisition, development, and installation of major information systems for the enterprise. Provide advice on evaluation, selection, implementation, and maintenance of information systems, ensuring appropriate investment in strategic and operations systems. Evaluate systems to measure their success.
- Develop, cultivate, and refine strategic partnerships with vended technology partners to enhance value-added functionality and services support for technology and analytics. Proactively manage ongoing relationships with strategic partners ensuring that all technical and contractual issues are addressed in a timely fashion. Develop goals with partners and track performance in real-time, mitigating complications as they arise. Leverage external partners' management expertise and scale to provide quality services at reduced cost enabling internal resources to be more focused on organization-specific activities. Develop implementation guides and standards for partners to achieve compliance and enhance administrative efficiency. Frequently conduct audits and develop appropriate risk management reports.
- Perform other duties and projects as assigned.

Experience and Qualifications

The successful candidate will possess a bachelor's degree, and a master's degree in business, Information Sciences, Data Sciences or another related field is preferred. This individual will have 15 years of progressively greater leadership experience in data, analytics, and Information Technology within well-regarded, consumer-focused companies characterized by complex business operating practices. Three or more years in a senior leadership role setting strategy and executing transformative analytics initiatives within a company, subsidiary/division, or product line within managed care and/or a healthcare services company is preferred.

Specifically, it is important the candidate has experience or thorough knowledge in the following areas:

- Demonstrated track record of developing systems to leveraging analytics to improve overall company decision-making and performance.

- Able to lead the development and implementation of an enterprise-wide Information Technology architecture and infrastructure in a distributed environment.
- Demonstrated ability to lead people, work collaboratively across all levels, and drive business results in a highly matrixed environment.
- Demonstrated success dealing with a broad array of complex stakeholders (consumer, regulators, communities, boards, associations, etc.).
- Exceptional communication skills, experienced and effective in interacting with senior executives and line management at all levels. Credible, persuasive and clear in both verbal and written presentations.
- Strong ability to build credibility, organize effectively, solve problems quickly, and communicate clearly.
- Proven transformation skills that include the ability to consistently execute at a high level, drive positive change, desire to grow established programs and teams where needed across the organization, and build new programs and teams where gaps are identified.
- Demonstrated ability to think broadly and strategically, including the ability to translate long-term goals and objectives into short-term tactical plans and operational activities.
- Lead large-scale enterprise projects and initiatives designed to address critical business challenges and achieve organizational goals and objectives.
- Ability to foster an environment of creativity and innovation, focusing on the empowerment and support of staff through tools and continuous process improvement.
- Demonstrated agility and ability to navigate complex environments.

Personal and Professional Attributes

- Innovative and action-oriented, high energy, data-driven, and focused.
- Team builder, loyal, committed, and resourceful, diplomatic, upbeat, adaptable yet decisive.
- Strong business acumen, intelligence and capacity, thinks strategically and implements tactically.
- Displays an ability to be a calculated risk-taker and assumes the role of a change agent.
- Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands. Bold, innovative, and “out of the box” thinking skills.
- Strong people management and leadership skills. Highly effective and active communicator who works well with people at all levels. Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system.

Community Information

T

he Senior Vice President and Chief Analytics and Information Officer position will be in the organization's Minneapolis/St. Paul, Minnesota, location. As you will read, the Minneapolis-St. Paul metropolitan area is consistently recognized for a strong economic foundation and is exceptionally rich in culture, arts, sports and recreational opportunities.

Twin Cities



The U.S. Census Bureau defines the Minneapolis-St. Paul-Bloomington Metropolitan Statistical Area as a region of 11 counties in Minnesota and two in neighboring Wisconsin, an area which had a population of over 3 million people in 2010. The area is growing rapidly. Its population is projected to increase to 4 million in 20 years. Bloomington, home of the Mall of America, is the third-largest city in the metro area and the fifth-largest in the state.

Despite the “Twin” moniker, the two cities are independent municipalities with defined borders and are quite distinct from each other. Minneapolis has broad boulevards, an easily navigable grid layout, and modern downtown architecture, while St. Paul sports narrower streets laid out much more irregularly, clannish neighborhoods, and a vast collection of well-preserved late-Victorian architecture. Also of some note are the differing cultural backgrounds of the two cities, with Minneapolis being affected by its early (and still influential) Scandinavian/Lutheran heritage, while St. Paul was touched by its early Irish and German Catholic roots. Often, the area is referred to as simply “The Cities.” Today the two cities directly border each other, and their downtown districts are about nine miles apart.

Twin Cities Rivalry

Minneapolis and St. Paul have competed since they were founded, resulting in duplication of efforts such as building bigger or more extravagantly. Both cities have campuses of the University of Minnesota (though the Minneapolis campus is now the primary campus), and

after St. Paul completed its elaborate Cathedral in 1915, Minneapolis quickly followed with the equally ostentatious Basilica of St. Mary in 1926.

The cities' mutual antagonism was largely healed by the end of the 1960s, aided by the simultaneous arrival in 1961 of the Minnesota Twins (baseball), explicitly named for both Twin Cities, and the Minnesota Vikings (football), named for the state. Since 1961, it has been common practice for any major sports team based in the Twin Cities to be named for Minnesota as a whole.

In terms of development, the two cities remain distinct in their progress, with Minneapolis absorbing new and avant-garde architecture while St. Paul continues to carefully integrate new buildings into the context of classical and Victorian styles.

Sports

Minneapolis is the only city in America that has representation for all major sports teams (including women's and men's sports).

- Vikings are an NFL team and in 2016 began playing in the new U.S. Bank Stadium.
- Timberwolves are an NBA team that plays its games downtown in the Target Center.
- Lynx are a Women's National Basketball Association team.
- Twins are a Major League Baseball team that plays at Target Field, "The No. 1 Baseball Stadium Experience in North America" - *ESPN, 2010*.
- Minnesota United joined the Major League Soccer league in 2017.
- Minnesota Wild is an NHL professional ice hockey team and plays at the Xcel Energy Center.

Minneapolis hosted the Superbowl in 2018 and will host the NCAA Men's Final Four in 2019. The Twin Cities is also home to the University of Minnesota in the Big 10, and more than a dozen smaller colleges and universities.

Outdoors

Minnesota is known around the world as the "Land of 10,000 Lakes" but actually has 11,842 lakes of 10 acres or more. Most of these amazing lakes are located in Northern Minnesota, which also features the Boundary Waters Canoe Area. With incredible fishing lakes like Lake of the Woods, Lake Vermilion, Lake Mille Lacs, and Leech Lake, you are sure to catch your limit on these and most Minnesota lakes. Whether you enjoy fishing or just a quiet boat ride, you will find beautiful Minnesota lakes in every corner of the state.



The Minneapolis-St. Paul area is incredibly diverse. Visitors will find upscale lodging, dining, and award-winning theater, all in an area with dozens of parks, trails, and green space, including the Mississippi National River and Recreation Area, a national park site that boasts 72 miles of public riverfront.



Minneapolis parks encompass the city's defining lakes and the river banks, and include features of astonishing beauty, historical significance, and ecological wonder, all within a thriving urban setting. Organized recreation includes the North Star Bicycle Festival, the Twin Cities Marathon, and the U.S. Pond Hockey championships. Studies have shown that area residents take advantage of this and are among the most physically fit in the

country. Ice fishing is a major pastime in the winter, as are hunting, snowmobiling, ATV riding, and numerous other outdoor activities.

Then and Now

The metropolitan area has a healthy and diversified business environment, including companies involved in manufacturing super computers, electronics, medical instruments, milling, machine manufacturing, food processing, and graphic arts. These businesses and others have helped to make the area one of the largest commercial centers between the East Coast and West Coast.

The Twin Cities region ranks at the top of MarketWatch's list of best metro areas for business, based on results from a variety of sources. The Twin Cities was at the top of the list of where companies tend to gravitate and create the most jobs. The area has managed to attract enough talent to support Ecolab, Inc., UnitedHealth Group, Inc., 3M Co., Travelers Companies, and Bancorp. It is also home to retail giants Target Corp. and Best Buy Co.

Although the trend across the country is that more and more people are moving to the suburbs, Minneapolis residents are doing the opposite by living right in the heart of their downtown. The Minneapolis Riverfront is the place to be. Over the past several years, more than 3,000 condos and townhouses have been built or converted from existing buildings within the Minneapolis Riverfront District. Uptown is another popular neighborhood with a young, creative populace. A few blocks south of downtown, along Hennepin Avenue, is the center of this energy. Unique shopping, late-night dining, exciting nightlife, and up-and-coming bands can be found along the streets of uptown throughout the week.

Today, medicine is a major industry in the region and the southeasterly city of Rochester, as the University of Minnesota has joined other colleges and hospitals in doing significant research. Major medical device manufacturers started in the region; the most prominent is Medtronic. Technical innovators have brought important advances in computing, including the Cray line of supercomputers.

Furst Group



Furst Group is in its fourth decade of providing leadership solutions for the healthcare and insurance industries. Our experience in evaluating talent, structure, and culture helps companies align their organizations to execute their strategic initiatives.

Our talent and leadership solutions provide a comprehensive array of retained executive search and integrated talent management services, from individual leadership development to executive team performance to organizational/cultural assessment and succession planning.

Our clients include hospitals and health systems, managed care organizations, medical group practices, healthcare products and services companies, venture capital- or equity-backed firms, insurance companies, integrated delivery systems, and hospice and post-acute care businesses.

Furst Group recognizes partnerships are the cornerstone of our business. In today's competitive talent environment, having a defined process that provides clients and individuals with clarity and feedback throughout the entire job search is paramount to our business model.

We take extra steps to ensure candidates:

- Understand the nuances of a particular position or organization.
- Are prepared for interviews and conversations.
- Have access to interview and travel schedules.
- Are provided timely feedback.
- Remain in our database for future contact.
- Value diversity and the principles and ethics practiced by our client organizations.

We look forward to working with you as a potential candidate for the Senior Vice President and Chief Analytics and Information Officer position for BCBS of Minnesota in Minneapolis/St. Paul, Minnesota.

For additional information on Furst Group, please visit our website at www.furstgroup.com. To learn more about this particular position, please call (800) 642-9940 or contact:

Tim Frischmon tfrischmon@furstgroup.com

Kevin Morris kmorris@furstgroup.com

NOTICE: The "position profile" information contained in this document has been created by Furst Group based on information submitted and/or approved by its client. As such, the position profile should not be viewed as constituting an all-inclusive description of the subject position's functions and/or responsibilities. Similarly, any information provided in the position profile regarding the community in which the client resides, the client's market, products, and/or services and its environment or culture is provided only as an overview on such matters. In submitting this position profile, Furst Group makes no representations or warranties regarding the completeness and/or accuracy of the duties, functions, environments, etc., that are described. Specific information regarding the position's requirements, compensation, benefits, and other terms and conditions must originate directly from the client (including any resources that the client may make available; e.g., handbook, job descriptions, benefit booklets, etc.). This position profile does not constitute an offer of employment and should not be construed as such.