



Daniel J. Loepf
President and Chief Executive Officer



Daniel J. Loepf is President and Chief Executive Officer of Blue Cross Blue Shield of Michigan and Chair of the Blue Cross and Blue Shield Association.

In these roles, Mr. Loepf is leading a fundamental transformation of BCBSM and the Blues system to ensure the state of Michigan and the rest of the nation attain the essential objectives of real health care reform.

At BCBSM, Mr. Loepf is driving a four-part strategy through every part of the company. It includes, as a top priority, enhancing the value of health care by improving quality and constraining cost increases. While it is still in-progress, this strategy has saved more than \$500 million between 2006 and 2010. The strategy is also yielding substantial improvements in stakeholder experience and rejuvenating the Blues' unique, nonprofit social mission.

Mr. Loepf is an innovative leader, overseeing initiatives that are helping to revitalize both Detroit and Lansing. The Blues are moving 3,000 BCBSM employees into downtown Detroit in 2011 and 2012. Meanwhile, BCBSM subsidiary Accident Fund Holdings, Inc. revitalized an urban brown field in downtown Lansing, transforming it into a national headquarters location that will eventually house more than 1,000 workers.

Mr. Loepf joined the Blues in 2000. While with the Blues, but prior to becoming President and CEO in 2006, he led a two-year campaign that spurred health care reform in Michigan and stabilized health insurance rates for small businesses.

While serving as chair of the Blue Cross and Blue Shield Association board of directors, Mr. Loepf also chairs the BCBSA board Administrative Committee and serves on its Nominating and Governance Committee. He serves on the board of directors for the Detroit Regional Chamber, served as its board chairman in 2007-2008 and chaired the chamber's 2007 Mackinac Policy Conference.

