



MEDIA FACT SHEET

Cambia Health Solutions & Blue Cross Blue Shield of North Dakota Strategic Affiliation

OVERVIEW & TRANSACTION DETAILS

Cambia Health Solutions (Cambia) and Blue Cross Blue Shield of North Dakota (BCBSND) have announced a strategic affiliation to better serve members with access to care that's simpler and more affordable — and remains close to home. The affiliation will unify all operations and enable the organizations to share best practices for local plan innovation and services, deliver personalized member experiences and leverage Cambia's robust technology infrastructure.

Transaction Structure: BCBSND will join the four existing BCBS licensees that formed Cambia in 1995 as a management and shared services company aimed at doing more for members. Cambia will manage and operate BCBSND, under the direction of BCBSND's board of directors and with a representative management team that includes BCBSND leaders. Management services include policy and claims administration, financial reporting, IT and plan-performance reporting among others. BCBSND employees will become Cambia employees as we share teams and resources across the enterprise.

BCBSND will maintain its local plan name, board of directors, and philanthropic foundation. It will also continue its mutual status, meaning it is governed by policyholders rather than investors. All BCBSND's reserve funds and foundation resources remain in North Dakota. Cambia also will maintain its foundation, and local health plans will continue to operate in Idaho, Oregon, Utah, and Washington.

Required Regulatory Approvals: The strategic affiliation is subject to regulatory approval in North Dakota and is expected to close in 2026.

COMPANY PROFILES

Organization	Founded	Headquarters	People Served	Employees	Affiliated Health Plans
Cambia	1995	Portland, OR	3.6M+	4,600	• Regence BlueShield of Idaho • Regence BlueCross BlueShield of Oregon • Regence BlueCross BlueShield of Utah • Regence BlueShield • Asuris Northwest Health • BridgeSpan Health
BCBSND	1940	Fargo, ND	380K+	900	• Blue Cross Blue Shield of North Dakota • Medicare Advantage through NextBlue of North Dakota

LEADERSHIP STRUCTURE

Cambia will have a blended management team that includes leaders from BCBSND. The specific structure and roles will be determined at a later date. The Cambia board will add a director representing BCBSND and the current BCBSND CEO, Dan Conrad, will become Cambia's Chief Administrative Officer upon close. In that role, Conrad will continue to work out of the Fargo office and lead Cambia's legal, government affairs and human resources teams. Cambia President and CEO Jared Short will remain in his current role.

The BCBSND Board of Directors soon will begin a search for a North Dakota market president to oversee strategy and growth for the health plan as well as community engagement teams and activities.

IMPACT INFORMATION

Key Focus Areas for the Affiliation:

- **Improving the care experience with more personalized and connected solutions for members and providers.** The affiliation enables investment in care solutions such as advanced primary care, mobile platforms for on-demand and virtual primary care, expanded tools for maternal and family health, and programs tailored to local communities.
- **Expanding capabilities and tools to meet the unique local health needs of members and communities.** Shared technology and data will create new opportunities for plans to collaborate with providers, employers and communities to support care that is more accessible, understandable and actionable for members and providers.
- **Investing in transformative, financially sound solutions to improve members' health outcomes.** Combined resources across operations and technology will increase agility, expand plan capabilities, provide cost savings, and simplify the experience for members and customers.

Members retain their current coverage and will continue to use their BCBSND insurance card just as they do today. BCBSND will continue to offer Medicare Advantage through NextBlue of North Dakota.

MEDIA RESOURCES



Jared Short
President and CEO, Cambia

Jared Short is president and chief executive officer of Cambia Health Solutions, a nonprofit total health solutions company dedicated to making the health care experience easier and lives better for people and their families. He is passionate about driving innovations that make a difference in people's health and lives. At the heart of his vision is meeting members where they are on their health care journey. He is building on Cambia's 100-year legacy as a trusted health care company, facilitating collaborative partnerships between providers and patients

and strategically investing in like-minded companies through Echo Health Ventures to meet the needs of the approximately 3.6 million people served through Cambia's regional health plans in Idaho, Oregon, Utah and Washington.

Before becoming CEO in 2021, Short drove innovation and performance across the organization as president and chief operating officer. His career at Cambia began in 1999, when he joined the company in a finance role. He left briefly to join Blue Cross and Blue Shield of Montana, where he served as chief marketing and underwriting officer. In 2009, Short returned to Cambia as president of its health plan in Oregon and has been in leadership positions at Cambia since.

Short serves on the board of directors of America's Health Insurance Plans (AHIP), Echo Health Ventures and Oregon Business Council. Jared serves as chair of the board of directors for TriWest Healthcare Alliance and serves on the board of the Blue Cross Blue Shield Association. He received his bachelor's degree in economics and history from Willamette University.



Dan Conrad
President and CEO, BCBSND

Dan Conrad is president and CEO of Blue Cross Blue Shield of North Dakota and its parent organization, HealthyDakota Mutual Holdings, Inc. He has served in this role since January 2020.

During his time leading BCBSND, Conrad has been focused on challenging the rising costs and growing complexities in health care. He's also passionate about elevating the role of well-being in the workplace. During his presidency, the organization has transformed its culture around a more holistic view of well-being. Their work has become a model that has been repeated throughout North Dakota.

After serving as a trial attorney with the U.S. Department of Justice and as in-house counsel for two publicly traded companies, Conrad started with BCBSND in 2013 as chief legal officer and executive vice president, providing expertise to execute key business strategies.

Over time, Conrad's organizational responsibilities grew and so did his love for North Dakota communities. He's passionate about lifting others up and does so by serving on boards for Make-A-Wish North Dakota, the BCBSND Caring Foundation and is a member of the Valley Prosperity Partnership.

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