

# PORTLAND BUSINESS JOURNAL

## CEOS OF THE YEAR

# Health Care: Mark Ganz, Cambia Health

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Under the leadership of Mark Ganz, Cambia Health Solutions has redefined what a health insurance company is all about.

Cambia, with \$4.7 billion in assets, is the umbrella organization over a group of companies that include insurance (Regence Blue Cross Blue Shield of Oregon, for one), technology-based health care startups and strategic outside investments.

The insurance side is “steady as she goes,” Ganz says. But the real excitement for him is the groundbreaking work Cambia is doing in palliative care and in pushing health care in a more “person-focused” direction.

Cambia made a multi-pronged commitment to improving palliative care, which is about relieving the suffering of those facing serious illnesses. Cambia Health Foundation gave a \$10 million grant to the University of Washington medical school’s Palliative Care Center of Excellence. It disbursed \$1.8 million in grants to 10 doctors and nurses around the country for palliative care projects. And Cambia’s insurance plans began reimbursing providers for palliative care.

Cambia continues to nurture its collection of six wholly owned health-related startups through its Direct Health Solutions division. It also invested \$14.35 million in eight startups, including Pok-itDok, a San Mateo, Calif.-based health care marketplace and platform that allows health care shopping on Web and mobile devices.



Mark Ganz, CEO of  
Cambia Health Solutions  
and chair of America's  
Health Insurance Plans

**How would you sum up 2014 for Cambia?** We made significant strides toward driving a personalized health care experience for customers of all our companies. That would be No. 1. Through the foundation and health plan, we staked out a leadership position in transforming the way people experience palliative care. It’s groundbreaking work and, hopefully, pulling the rest of the industry along. The other highlight was the progress the Direct Health Solutions companies made and how that’s helping personalize the health care experience for consumers. In our own startups, we established a position as a leader in transparency so-

lutions.

**How would you describe your leadership style?** I’ve always believed that having a title does not equate with leadership. No matter what role you have in the company, you have the ability to lead, and you have to earn your leadership stripes every day. I feel I have to earn the role of CEO every day. I guess you can call it servant leadership. You serve the people you lead. It’s not as much about command as about helping them succeed and helping them feel inspired by the work that they’re doing and really care about it. It’s entirely on our team. They’re the ones doing the work. I’m just trying to help with that clarity of purpose and vision and help enforce the execution path and let people who are really talented shine.

**What’s in store for Cambia in 2015?** We’ll be focusing on continuing to build a strong culture around innovation for the consumer. It’s not an easy thing for a company that’s been in business for 97 years, most of that in a business-to-business model. Twelve years ago, we recognized it was going to move to a business-to-consumer model, and we needed to be more consumer-oriented. The last three years, we’ve made significant strides. We’re not there yet. I feel like we’ve done a lot to innovate and create a frictionless customer experience. We’ll continue to develop products in all of our companies that are really designed to help consumers integrate health care to meet their individual needs.