

## **MICHAEL D. KEELER**

3023 Weissinger Ct.  
Melbourne, FL 32940  
Cell phone 717-712-3123

### **CAREER EXPERIENCE**

**HEALTH FIRST HEALTH PLANS**  
Chief Operating Officer

7/15-Present  
Melbourne, FL

Responsible for the overall operations of Health First Health Plans including financial results, medical loss ratio, Stars results, information systems, core operations, and compliance. Accomplishments to date:

- Implemented process and system improvements to improve quality of risk adjustment processes.
- Led implementation of new PBM saving \$30M over 3 years.
- Re-organized company to close process gaps and implement focused process ownership.

**CAPITAL BLUE CROSS**  
Vice President-Operations

2007-7/2015  
Harrisburg, PA

Responsible for the leadership of Capital Blue Cross's Claims, Customer Service, Quality Assurance, Process Improvement, Enrollment, IT development, and Business Solutions Organizations consisting of 1200 employees and an \$80M budget. Major accomplishments include:

- Reduced administrative expenses by 30% during my tenure. Implemented major system and process improvement initiatives throughout Operations that improved CBC's administrative cost position, measured by per-member/pre-month expenses, by 35%. Through process improvement and re-engineering efforts, CBC's call center has won numerous industry awards including the JD Power award for customer service in 2011.
- Within CBC's Claims department, implemented a process improvement program utilizing imaging and workflow solutions which resulted in a 67% improvement in cycle times and a 33% decrease in departmental costs. Through process re-engineering improved our claims auto adjudication rate by 12 basis points saving \$2.5M annually. Implementation of web based tools for CBC's facilities and providers reduced service

related phone calls by 20%. Recognized within the Blue Cross Blue Shield Association for several claim processing best practices.

- Implemented several large scale improvement initiatives within the customer service process resulting in significant cost reductions and several service awards. Initiated and led the effort to integrate systems and administrative systems resulting in a 33% reduction in unit costs while meeting all customer performance guarantees and improving quality scores as measured by the BCBS Association.
- Created self service roadmap for CBC's member portal putting all customer collateral on-line. Led Health Care Reform implementation project establishing both private and public exchange capabilities. Through re-engineering efforts leveraging self service tools, reduced cycle time for group enrollment by 50%.
- Leveraged operational efficiencies to create a new line of business for CBC. The Business Solutions Organization processes claims and provides call center support for other insurance plans. The business has grown to over 200 employees in just over two years and will generate in excess of \$7M in new revenue in 2014 making this the most successful new business venture in CBC's recent past. I've built this business from the ground up and am responsible for all aspects of running this venture including Sales and P&L responsibilities.

UNITED HEALTH GROUP  
Vice President-Transactions

2005-2007  
Minneapolis MN

Responsible for United's commercial and Medicare claim operations consisting of over 4,000 employees located in 14 sites worldwide and a \$350M annual operating budget. Also responsible for mail/data entry operations consisting of approximately 500 contractors worldwide. Major accomplishments include:

- Designed and implemented capacity planning and inventory management system which reduced cycle time by 33 percent. Individual agent productivity also improved enabling savings of \$20M annually.
- Implemented quality improvement program which reduced performance guarantee penalty payments by 50%, saving \$8M annually.
- Successfully integrated 4 claim payment platforms from 2 two large acquisitions into United's common claims system saving \$15M annually.

- Developed and implemented offshore sourcing strategy for the Transaction organization including the development of productivity and quality management controls which were adopted as corporate best practices. Over the course of two years, 500 claim processing positions were migrated offshore at a savings in excess of .30/claim.
- Recruited four executives that were rated as “key talent” in UHG’s annual talent management process.

HARTFORD LIFE  
Sr. Vice President-Operations

1997-2005  
Minneapolis MN

Responsible for Hartford’s Life’s operations consisting of over 1,000 employees in New Business/Underwriting , Customer Service, Information Technologies, Claims, and Accounting/ Finance. Major accomplishments include:

- Led the acquisition and integration teams for Hartford’s purchase of Fortis Financial Group; a \$1.1 billion transaction which doubled Hartford’s Individual Life Division. The acquisition resulted in an operating expense reduction of \$25 million while doubling Hartford’s assets under management and policy count. Both the purchase and integration teams were awarded Hartford’s top honor, the Chairman’s Award in 2001.
- Developed and implemented a three year, \$40M business case for the replacement of Hartford’s legacy systems. The three phase project was completed on time and within the 15% established budget. This effort was also awarded Hartford’s Chairman’s Award in 2000.
- Revitalized Hartford’s service delivery capability through reorganization and re-engineering. Built a world-class service culture, which has been recognized throughout the financial services industry through winning the Dalbar Award for outstanding customer and intermediary service in 2001, 2002, and 2003; the only individual life company to be recognized by Dalbar.
- Developed overall customer relationship management strategy, which enabled cross-selling and conservation programs to be implemented.
- Developed and implemented straight through new business/Underwriting submission processes for Hartford’s major production partners including a streamlined insurance application, tele-underwriting, and automated requirements management.

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PROVIDIAN DIRECT INSURANCE  
Senior Vice President, Life and Health Operations

1996-1997  
Malvern PA

Responsible for Providian's Life and Health's Operations and Sales organizations consisting of 800 employees in Sales, Underwriting, Claims and Customer Service and Fulfillment. Major accomplishments include:

- Built new sales organization to support Providian's entry into directly sold (non-agent based) Life and Health products delivering \$40 million in new premium in first year of operation.
- Defeated union organizing campaign by Commercial Food Workers of America.
- Member of project team which successfully sold Providian's insurance holdings to Aegon Corp.

PROVIDIAN DIRECT INSURANCE  
Vice President, Property and Casualty Operations

1995-1996  
St. Louis MO

Responsible for Providian's Auto Insurance Sales and Operations departments consisting of 700 employees in Customer Service, Sales, Underwriting, and Claims. Major accomplishments include:

- Built telemarketing center of 140 agents for the sale of insurance and fee based credit card products. Met all targeted economic objectives within 6 months of start-up.
- Designed and implemented an automated underwriting system enabling the real time binding of auto insurance policies through telephone sales. Exceeded sales target by 100%.
- Reduced Customer Service unit costs by 20% through process redesign and implementation of call center scheduling technology
- Appointed to the Board of Directors for the Property and Casualty Company.

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US WEST COMMUNICATIONS  
Director-Customer Service

1993-1995  
Phoenix AZ

Responsible for Sales, Customer Service, and Collections call centers for US WEST's residential customers in Arizona and New Mexico consisting of 3 call center locations and 1200 employees. Major accomplishments include:

- Built "El Centro" US West's Spanish language service center from a one state, 10-person center to a 100-person regional center combining sales, service, and collections.
- Implemented ACD technology allowing for the virtual merging of 12 separate call centers into three large centers. Service levels improved dramatically while cost per call was reduced by a third.
- Implemented pilot to tie Sales and Collections systems together to improve profitability. The successful pilot was adopted across the Company and was credited with reducing bad debt by 12%.
- Built outbound quality assurance call center for US WEST's Installation and Repair Division. The QA center consisted of 150 employees using predictive dialing technology to audit home service visits and resulted in improved customer satisfaction scores.

US WEST COMMUNICATIONS  
Other management positions include:

1984-1993  
Omaha NE/Phoenix AZ

Manager-Sales & Customer Service  
Project Manager  
Product Manager-T1 Services

### EDUCATION

M.B.A., Creighton University, 1990  
Omaha, NE

B.S. in Marketing, University of Nebraska, 1984  
Lincoln, NE  
Elected Captain of Nebraska Cornhuskers football team in Senior year

*Karen Murphy Zeiler  
380 Meadow Ridge Drive  
Tallahassee, Florida 32312  
850-510-4850*

**Career Objective:** Add value, serve and learn

**Key Skills:** Management/leadership, policy development, budget, financial analysis, legislative, contracting, auditing, rate setting, administration, public speaking, problem solving

**Education:** Bachelor of Science, Accounting - Florida State University

### **Florida Work Experience**

*Vice President, Government Contracts*

*Molina Healthcare Inc., Florida*

*August 2015 – present*

Lead government contracts team and oversee regulatory activities.

*Senior Vice President, Florida Hospital Association*

*August 2013 – August 2015*

Lead advocacy team, manage contracts, educate membership on policy and budget

*Deputy Chief of Staff, Executive Office of the Governor*

*September 2012 – August 2013*

Manage all aspects of health care and public safety for the State of Florida

*Chief of Staff / Deputy Secretary for Operations, Agency  
for Health Care Administration*

*March 2009 – September 2012*

Lead legislative and communications team. Manage operations and oversee budget, finance and contracting

*Deputy Advisor to the Governor, Executive Office  
of the Governor (special assignment/dual role)*

*March 2009 – October 2009*

Coordinate the administration, operations and implementation of the American Recovery and Reconciliation Act

*Chief of Staff, Department of Health*

*October 2007 – March 2009*

Manage day-to-day operations for the department

*Policy Chief / Senior Government Analyst, Executive Office  
of the Governor*

*January 2005 – October 2007*

Analyze all policy and budget proposed and passed related to Health and Human Services for the state

*TANF Financial Administrator/ Strengthening Families Coordinator,  
Department of Children & Families*

*September 2000 – January 2005*

Manage grant reporting team, educate policy and budget directors on federal law and regulations, coordinate various family services administered across state agencies

### **Florida Work Experience (continued)**

*Budget Director, Executive Office of the Governor / Partnership  
for School Readiness*

*November 1999 – September 2000*

Implement all budgetary aspects of new School Readiness legislation. Oversee merger of various programs' financials

*Management Analyst, Department of Children and Families*

*August 1995 – November 1999*

Manage various contracts. Prepare financial reports.

*Operations & Management Consultant / Program Specialist,  
Department of Labor / Department of Health & Rehabilitative  
Services*

*December 1993 – August 1995*

Prepare budgets, analyze and manage contracts

*Administrative Support / Data Entry / Administrative  
Supervisor*

*April 1987 – December 1993*

*References available upon request*