

Comprehensive Interview Prep

VP, Member Experience Operations · Meridian Health Partners · Panel round, Thursday

Built from: the job description · your master CV · the exact CV you sent (#247) · your notes · evaluation #247

HOW TO USE THIS DOCUMENT

Read it twice: once tonight end to end, once the morning of, sections 2 and 5 only. Every claim in here traces to your own history — nothing needs memorizing, because all of it happened to you. The preparation is not new facts; it is retrieval speed.

THE THIRTY-SECOND STORY

You already run the operation this role would own: 600 FTE, three sites, \$42M. The VP scope adds the end-to-end member journey and the executive seat. Lead with the automation program — **18% cost-to-serve reduction with FCR up 13 points during 22% growth** — because it proves the pairing they are hiring for: cost discipline that improves experience instead of trading against it.

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THIS PREP, BY THE NUMBERS

10

LIKELY QUESTIONS, EACH
WITH YOUR EVIDENCE

6

FULL STAR STORIES, TOLD
END TO END

4

CONCERNS PRE-EMPTED
BEFORE THEY ASK

8

QUESTIONS WORTH ASKING
THEM

4

COMP SCRIPTS, WORD FOR
WORD

90

DAYS, MAPPED IN THREE
MOVES

1. THE ROLE, DECODED

The posting says "transform member experience across the enterprise." The evaluation read the JD line by line against Meridian's public filings and your notes; here is what each phrase is actually asking for.

JD PHRASE	WHAT IT MEANS HERE	YOUR PROOF
"End-to-end member journey ownership"	Digital + phone + claims inquiries under one leader for the first time	Three-site 600-FTE span; governance cadence adopted by two sister divisions
"Modernize how work gets done"	The board approved an automation budget; they need someone who has spent one well	14 processes, \$2.1M annualized, zero involuntary reductions
"Balance efficiency with quality"	The last cost program hurt CSAT; the scar tissue is fresh	Cost-to-serve -18% while FCR rose 68→81%
"Partner with executive leadership"	A seat at the weekly executive table; they will test how you disagree upward	You chair that table today at Director scope
"Lead through change"	Two of five would-be directs are interim after a reorg	Monterrey build-out; OCC remediation under scrutiny

The one sentence to land in the first ten minutes: "I have been doing the Director-sized version of this job for four years; the VP scope adds the two things I have been preparing for — the whole journey, and the table where the trade-offs get made."

2. LIKELY QUESTIONS, WITH YOUR EVIDENCE (1-5)

"How do you cut cost without hurting member experience?"

The 14-process program: cost-to-serve -18% while FCR rose 68→81%. Name the principle: automate the queue, never the conversation. Offer the Automation Council as the mechanism, not luck.

"Tell us about a time a site was failing."

Use STAR 2 (schedule redesign) or STAR 5 (failover invocation). Structure: baseline, root cause, fix, number. Do not skip the root cause — this panel rewards diagnosis over heroics.

"Two of your would-be directs are interim. How do you land without losing them?"

From the evaluation's concern list — they WILL probe this. Your 90-day shape (section 8): listen first month, keep the cadence running, decide both interim roles by day 60 with published criteria.

"What would you automate first here, and what would you refuse to automate?"

First: status-check and document-chase queues (highest volume, zero judgment). Refuse: anything where the member is anxious — the conversation is the product. This is your charter line; say it exactly.

"Walk us through a number on your CV that you are proudest of."

97% retention across five years at Northwind — because it is a five-year number, not a snapshot. Clients renewed against a delivery record, through two pricing cycles, with no margin concession on the big three.

2. LIKELY QUESTIONS, CONTINUED (6-10)

"How do you work with a board?"

Bridge from the weekly executive review you chair: what the board sees monthly is a lagging summary of what that room decides weekly. Then ask their version of question 2 in section 6 — it turns the exam into a working session.

"Why healthcare, and why is four years enough depth?"

Concern 2 from the evaluation. Answer with member-services specifics: harm-triage escalations, regulator-reportable complaint handling (~40%), plan-acquisition volume absorption. Depth is proven by incidents handled, not years logged.

"Tell us about a failure."

STAR 6 — the first automation pilot that removed the callback option and CSAT dropped nine points in three weeks. You reversed it publicly, kept the automation, restored the choice. The lesson became the council's founding principle.

"How hands-on are you?"

Honest calibration: you read raw escalations twice a week and sit a floor shift monthly, but you have not owned a queue in a decade and do not pretend to. Executives who fake floor-level currency get caught in the follow-up.

"What does the travel look like for you?"

The posting says up to 30%. Ask for the real cadence in this conversation (section 6, question 5) — do not leave it to the offer stage. State your working assumption: anchored in Austin, present at each site monthly.

3. FULL STAR STORIES (1-2)

1. The automation program

COST + QUALITY · MERIDIAN

Situation. 2022: member volume up 22% from two plan acquisitions, budget flat, CSAT drifting. The easy answer was headcount; the board would not fund it.

Task. Cut cost-to-serve without cutting the experience — explicitly both, in writing, in the operating plan.

Action. Founded the Automation Council: every candidate process scored on member-impact-per-dollar, floor supervisors holding veto votes. Automated 14 processes over two years — document chase, status checks, callback scheduling, address changes — and redirected the freed hours into first-contact resolution coaching. Refused to automate anxiety-bearing conversations; wrote that refusal into the operations charter.

Result. Cost-to-serve down 18% (\$2.1M annualized). FCR up from 68% to 81%. Zero involuntary reductions — attrition absorbed the delta, which is why the floor cooperated with the next wave.

2. The schedule rebuild

TURNAROUND · CASCADE

Situation. A 220-seat operation missing service level five months straight; adherence at 74%; overtime spend masking the miss and burning the team out.

Task. Fix service level without adding seats — the budget was closed.

Action. Root cause was forecast granularity: daily forecasts driving half-hourly staffing. Rebuilt forecasting to interval level, moved 30% of shifts to staggered starts, created a voluntary flex pool with two-hour notice pay premiums, and published adherence by team weekly — visibility did half the work.

Result. Adherence 74%→92% in two quarters; overtime spend down 23%; service level met every month for the following year. The rubric from this rebuild seeded the coaching system the whole floor later adopted.

3. FULL STAR STORIES (3-4)

3. The Monterrey build-out

SCALE · NORTHWIND

Situation. Portfolio growing 30% in a year; Dallas delivery at capacity; two anchor clients signaling price sensitivity at renewal.

Task. Add delivery capacity at a cost point that protected renewal pricing — in under a year, without a quality dip the clients would feel.

Action. Stood up a 140-FTE nearshore team in Monterrey in seven months: site selection against a three-city matrix, a leadership seed team of four Dallas veterans on 12-month rotations, mirrored QBR metrics from day one so clients saw one delivery organization, not two tiers.

Result. On budget, on time; blended delivery cost down enough to hold pricing at both anchor renewals. Client-visible quality metrics converged with Dallas within two quarters. Both anchors renewed — part of the five-year 97% retention record.

4. The OCC remediation

REGULATORY · CASCADE

Situation. An OCC examination flagged card-services complaint handling: 11 action items, a named deadline, and executive attention of the uncomfortable kind.

Task. Close every item ahead of deadline without freezing the operation that still had customers to serve.

Action. Split the remediation into a dedicated pod so the floor kept serving; converted each finding into a measurable control with an owner and a test; walked the examiners through progress monthly instead of waiting for the re-exam — transparency bought patience.

Result. All 11 items closed ahead of schedule; the re-exam recorded no repeat findings. The complaint taxonomy built for it became the template Meridian's harm-triage desk later borrowed.

3. FULL STAR STORIES (5-6)

5. The failover that held

RESILIENCE · MERIDIAN

Situation. 2022, a fiber cut took the largest site dark mid-morning at peak season — 260 seats offline, SLA exposure within the hour.

Task. Keep members served that day, then make sure the scramble never repeated.

Action. Day of: manual reroute, overtime waves at the two live sites, an honest queue message about longer waits. After: wrote the three-site failover playbook — traffic shifts by skill, pre-authorized overtime triggers, member messaging templates — and drilled it quarterly like a fire drill, not a binder.

Result. Two production invocations since; zero SLA breach on either. The playbook is now the pattern the other divisions copied. The lesson you tell: resilience is a rehearsed behavior, not a document.

6. The pilot that failed

FAILURE · MERIDIAN

Situation. First automation wave, 2021: the callback-scheduling bot shipped with the human callback option removed — my call, to force adoption.

Task. Own what happened next: CSAT down nine points in three weeks in the pilot group.

Action. Reversed the removal publicly at the floor all-hands, kept the bot, restored the choice, and apologized to the pilot teams for making them the argument. Took the pattern to the council: automation adds an option; it does not delete one.

Result. CSAT recovered in a month; bot adoption reached 60% anyway — voluntarily, which made it durable. The principle became the charter line this panel will hear you say: automate the queue, never the conversation.

4. CONCERNS TO PRE-EMPT

Travel — “up to 30%”

Ask for the real cadence in the screen (section 6, question 5). Do not leave it to the offer stage; a mismatch here sours everything else. Your stated assumption: Austin-anchored, each site monthly, heavier during the first 90 days.

Healthcare depth — four years

Lead with member-services specifics, never generic ops: harm-triage escalation design, regulator-reportable complaints down 40%, absorbing two plan acquisitions. Say the sentence: "depth is incidents handled, not years logged."

The interim directs

Two of five directs are interim; both applied for this VP role. Acknowledge it if invited — without flinching: published criteria, decisions by day 60, and both get real conversations, not silence. Panels read how you treat internal candidates as how you will treat everyone.

Scope jump — Director to VP

The honest frame: the operating rhythm is already VP-shaped (you chair the executive review); what is new is journey ownership end to end — and that is the part of the job you want. Do not oversell; the evaluation scored this credible at 4.7 partly because the gap is small and nameable.

5. THE PANEL — WHO IS IN THE ROOM

Names are fictional, like everything in this demo profile. For a real job this section is built from the invite, public bios and your notes.

PERSON	ROLE	WHAT THEY WILL TEST	YOUR BRIDGE
R. Calloway	COO (hiring manager)	Can you own the whole journey without dropping the floor?	The weekly review you already chair; STAR 1
M. Osei	CFO	Is the automation story real money or slideware?	\$2.1M annualized, method included; offer the council scoring model
D. Tran	CHRO	The interim directs; change without churn	Section 4; zero involuntary reductions in STAR 1
S. Whitmore	VP Digital	Partner or rival on the journey map?	"Your roadmap decides what my floor stops doing" — invite the dependency

6. QUESTIONS WORTH ASKING THEM

- Which of the two interim director roles do you expect the new VP to confirm or re-open — and what would make that decision wrong?
- What does the board see monthly about member experience, and what do you wish they saw?
- The last efficiency program left marks — what should the next one never repeat?
- Where does digital self-service end and my floor begin, in your ideal end-state?
- What does "up to 30% travel" look like in an ordinary month?
- What breaks first when member volume jumps again — and who owns fixing it today?
- How is the acquisition pipeline expected to change the member base in 24 months?
- What would make you, individually, call this hire a success in a year?

7. COMPENSATION FRAMING AND SCRIPTS

Posted band: **\$180,000–\$210,000 base + 20% bonus**. Your floor is \$150K, target \$185K — the band clears both, so the negotiation is about position in band, not the band itself.

MOMENT	SCRIPT
Asked early for a number	"The posted band works; let's make sure the scope is right first."
Asked for current comp	"I'd rather anchor on the role's value than my current package — the band you posted is a fair frame."
Offer at low end	"Given the journey scope and two interim roles to resolve, I'd want to land at \$195K — mid-band — with the standard 20%."
They cannot move base	Trade explicitly: sign-on to bridge, or a written 6-month review with criteria. Never trade silently.

Do not negotiate travel and money in the same breath. Settle scope, then cadence, then comp — in that order, across conversations if needed.

8. THE 90-DAY NARRATIVE

Days 1–30: listen. Every site, every direct, ten floor shifts, the last two board decks. Change nothing except visibly showing up. The cadence you would normally install already exists — you built its twin.

Days 31–60: decide. The two interim roles, with published criteria. First journey map draft with Digital — a joint artifact, deliberately. Automation Council chartered with floor veto intact.

Days 61–90: one visible win. One automation from the existing backlog shipped end to end, measured, and reported at the executive review — the pattern proven small before it is claimed big.

9. DAY-OF CHECKLIST

- Reread section 2 and section 5 only. Nothing new after breakfast.
- Print one copy of the CV you actually sent (#247) — it is the exam paper, not your master CV.
- Three numbers on a sticky note: **18% / 68→81 / 97%**. Everything else hangs off those.
- The charter line, verbatim, once out loud: "automate the queue, never the conversation."
- Water, arrive 10 early, phone fully off — a VP candidate glancing at a watch reads as a flight risk.
- Last: reread their five JD phrases (section 1). Answer the question they meant, not the one they asked.

SOURCES THIS PREP WAS BUILT FROM

- The job description, line-parsed (section 1 table)
- Your master CV — every claim in every story traces to it
- The exact CV sent for this role (#247) — the panel's copy
- Your own notes on the recruiter screen
- Evaluation #247: score 4.7, Strong Fit — band clears target; concerns folded into section 4

Demo document. Jordan Avery, Meridian Health Partners and every name, number and panelist in this prep are fictional. Real preps are built the same way, from your history and your job — and are typically this size.