Garner Health

Strategy & Operations Manager

Hiring manager round

45 minutes · Video call · Date not fixed yet

Made for **Colleen M.** on Nov 9, 2026

16 answers

This is a sample. Colleen is a fictional candidate with a made-up resume and made-up employers. Garner Health and the role are real, and the research was done on Nov 9, 2026.

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Cheat sheet

Garner Health
Hiring manager round

Glance at this just before the call

Garner, in one line	Garner sells employers a benefit that sits on top of their existing health plan, ranks doctors on performance, and covers most or all of a member's out-of-pocket costs when they choose a top-ranked one.
This round	45 minutes on video with your likely future manager, the VP of Strategy & Operations. Date not fixed yet. They're checking that you can run planning and KPIs, break down a messy problem, and deliver with other teams.
Lead with these	1. You run annual and quarterly planning for a 280-person company, and leadership reviews the KPI tree you built every month. 2. You led the employer onboarding redesign that cut signed contract to first member visit from 74 days to 41 across 18 launches in 2025. 3. Your six-week review of two claims-data vendors led to a switch the finance team estimates saves about $310,000 a year.
Gaps to handle	1. No direct reports at Mabry: say it first, name the two analysts you managed in consulting, then give the escalation triage (Q13, page 42). 2. Leaving a company in the same market as it cuts back: keep it factual and about wanting growth work (Q12, page 40).
Have these answers ready	1. My path and day one (Q01, page 14) 2. How planning runs (Q03, page 19) 3. Why Garner, why now (Q02, page 17) 4. What breaks first (Q07, page 28) 5. First 90 days (Q09, page 34)
✓ **Do**	Tie every answer to a number you moved, and say clearly what your part was.

× **Don’t**	Don’t share Mabry’s account names or figures, and don’t criticise Mabry’s move to cost work.

01

What this round is

This is likely your call with the VP of Strategy & Operations, the person this role reports to directly. In January 2025, a candidate for a sister Strategy and Operations Lead role reported five steps. They were an HR screen, a call with the reporting manager, a culture interview, a case presentation and a final conversation with the CEO. This call is the reporting-manager step.

The posting gives this hire part of Garner's operating rhythm: the company KPIs and the annual and quarterly planning. It adds projects for leadership, in an environment the posting calls demanding by design. The VP will want to leave the call sure you can carry that work from day one.

They are judging four things

1. **Can you run the planning rhythm?** The posting puts company KPIs and annual and quarterly planning at the center of the job. Expect them to ask how you run the cycle and where it breaks.
2. **Can you break down a messy problem?** They want structure before data: a clear goal, causes that don't overlap, and a plan with owners and one measure.
3. **Do you deliver, and own your part?** They're looking for shipped operational work, with a clear line between what you did and what other teams did.
4. **Will you make their week easier?** They want someone who moves clinical, ops and finance leads without authority, and keeps pace as the company grows.

What they are not judging

This call doesn't test clinical knowledge or insider detail about Garner's product, and a view on Garner offered as a guess to test is enough. The reported process for a sister role has a separate culture interview and a case presentation, so a full case is for later.

Ask about scope in the first ten minutes

Once the opening is done, ask: "Before I go further, which parts of the operating rhythm would this hire own first, and which initiatives are top of the list for leadership?" Their answer tells you which of your stories to lead with.

- If they say planning and KPIs: lean on your planning cycle and offer your KPI tree guess for Garner.
- If they say leadership projects or rotations: lead with the onboarding redesign and your structure for missed go-live dates.
- If they say processes straining with growth: give your answer on what breaks first as Garner scales.
- If they say AI work: give the escalation triage example, with its three measures.
- If they keep it open: ask which result they'd most want to see by the end of your first quarter, and answer against that.

Your flagship answer

When they ask how you'd improve something, use your answer on which process breaks first as Garner grows. It runs about two minutes in four moves they can stop after, and the short version takes under a minute if time is tight. Name your guess in one sentence, offer to test it with them, then count the moves out loud.

Backup stories

Keep these ready for follow-ups that go beyond your prepared answers.

- The vendor review: a six-week review of two claims-data vendors, a recommended switch, and a saving the finance team estimates at about $310,000 a year.
- The Texas and Georgia model: you built it, and leadership approved Texas and paused Georgia. Use it if they ask about a decision that went another way.
- The escalation triage: 1,900 open cases, a weekly triage with the clinical and operations leads, and under 300 open cases eight weeks later.
- The claims analysis at Corbin & Vail: 11% of one client's specialty spend went to three high-cost outpatient sites, and the client changed its steering program.

One line to remember for this round

> **"I already run planning and the KPI tree at a benefits navigation company, and I want to do that work where the business is growing fast."**

02

Who you're likely to meet

The posting says this role reports directly to the VP of Strategy & Operations, so this is most likely who you'll meet.

VP

The hiring manager

Likely: VP of Strategy & Operations, your direct manager

What this person likely cares about

- Company KPIs and the annual and quarterly planning that run the business.
- Projects for leadership delivered to a high standard, with results they can measure.
- A hire who works well across teams and keeps pace as Garner grows.

How to play it

- Open on planning and KPIs, the work they own.
- Give numbers from your own work and say your exact part in each.
- Offer views on Garner as guesses you'd test with them.
- If you learn their name and background before the call, use it quietly to choose your examples, and never mention what you read.

03

The role, and how your work fits it

What the posting asks for, what it means in practice, and the line from your own work that answers it.

"Support Garner's strategic operating rhythm, including managing company KPIs and driving our annual/quarterly planning processes"

What it means You keep the planning calendar, the KPI review and the planning cycle running for leadership.

From your resume You run annual and quarterly planning for a 280-person company and built the KPI tree leadership reviews every month (Q03, page 19).

"A strong ability to break down unstructured problems into their component parts, recommend solutions, and work with cross-functional stakeholders to implement them"

What it means You take a vague problem, give it structure, recommend a fix, and get other teams to adopt it.

From your resume Your structure for missed go-live dates: agree what late means, split the causes four ways, then a readout with owners and one measure (Q08, page 31).

"A combination of high ownership mentality and detail orientation that has resulted in a track record of delivering operational initiatives"

What it means They want shipped operational work, with your part stated clearly.

From your resume You led the onboarding redesign that took signed contract to first member visit from 74 days to 41, across 18 launches the implementation team ran (Q04, page 21).

"Strong analytical skills and the ability to synthesize insights from complex data"

What it means You pull and model data yourself and turn it into a decision leadership can make.

From your resume You built the Texas and Georgia expansion model yourself, and the claims analysis behind a client's steering change (Q06, page 26).

"Interest and/or experience working in healthcare, with a mission to improve the U.S. healthcare system"

What it means They want people who care about fixing US healthcare, and direct experience counts.

From your resume Your whole career is in it: consulting for health plans and self-insured employers, then a benefits navigation company (Q02, page 17).

"using AI to scale that impact further and faster than anyone else can"

What it means Expect to name one real process where AI saves time, and the measure that would prove it.

From your resume Member-support escalation triage, which you ran at Mabry when you took over 1,900 open cases (Q11, page 38).

Terms you should be comfortable with

Operating rhythm The regular cycle of reviews and planning meetings that runs a company. For example, a weekly KPI review, a monthly business review and a quarterly planning cycle.

KPI tree	A breakdown of one top-line number into the driver numbers that move it. For example, savings per member split into the share of members choosing recommended doctors and the cost gap per visit.
Care navigation	Guiding patients toward better or lower-cost care. For example, a member searching for an orthopedist is shown the top-ranked doctors in their area.
Top Provider	Garner's label for the doctors it ranks highest in a member's area. A member who sees one gets most or all of their out-of-pocket costs covered by the employer.
Claims data	Insurer records of billed medical services, used to measure how doctors perform. For example, counting how often a surgeon's patients come back for a repeat procedure.
Self-insured employer	An employer that pays its employees' medical claims directly instead of buying a fully insured plan. Such a company saves money directly when its staff see more efficient doctors.
Gross annual recurring revenue	The yearly value of a company's recurring contracts before any deductions. A company with 100 customers each paying $10,000 a year has $1 million of it.

04

Questions and your answers

Spoken answers built from your resume and notes. Each has a short version and the follow-ups to expect. This sample shows all 16 of its answers.

Q01	Walk me through your path from Corbin & Vail's healthcare practice into strategy and ops at Mabry, and what from that you'd bring to...	14
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Q01

About 100 seconds

Walk me through your path from Corbin & Vail's healthcare practice into strategy and ops at Mabry, and what from that you'd bring to this team on day one.

Key points

- I run planning and built the KPI tree at Mabry.
- I left consulting because I wanted to own an outcome myself.
- On day one I bring a planning rhythm I've already run.

What it's checking Whether you frame your background around planning and KPIs, the work this role owns.

I'm Manager of Strategy and Operations at Mabry Health, an employee benefits navigation company in New York. I joined in April 2023 as a Senior Associate and was promoted to Manager in January 2025.

At Mabry I run the annual and quarterly planning process for the whole company, about 280 people. I built the KPI tree our leadership team reviews every month. I also led the redesign of employer onboarding, which cut the time from signed contract to first member visit from 74 days to 41.

Before Mabry I spent nearly four years in Corbin & Vail's healthcare practice. I worked with regional health plans and large self-insured employers on cost-of-care analyses, network

strategy and a post-merger integration office. I was promoted to Senior Consultant in 2021, and I managed two analysts on my last two engagements.

I left consulting because I wanted to own an outcome myself. In consulting you hand the client a recommendation and move on. At Mabry I run the process and see whether the numbers move.

I'm looking now because Mabry's focus has moved to costs, and I want to work on growth again.

On day one I'd bring a planning and KPI rhythm I've already run, in the same benefits market. I'd also bring the habit of tying each project to a number leadership watches. That's the core of this role, and it's the work I do best.

Short version, about 40 seconds

I'm Manager of Strategy and Operations at Mabry Health, where I've been since April 2023. I run annual and quarterly planning, I built the KPI tree leadership reviews every month, and I led the onboarding redesign that took launches from 74 days to 41.

Before that I spent nearly four years in Corbin & Vail's healthcare practice. I left to own an outcome myself. Now Mabry's focus is on costs, and I want growth work. On day one I'd bring a planning and KPI rhythm I've already run in this market.

Likely follow-ups

- **Why did you leave consulting?**
  I wanted to own an outcome myself. At Mabry I run planning and I see whether the numbers move.

- **What was your part in the onboarding redesign?**
  I led the redesign, and the implementation team ran the 18 launches. The 74 to 41 days comes from our onboarding dashboard.

- **What did managing two analysts involve?**
  Say how you split the work, how you reviewed it, and one thing an analyst grew into.

> **Delivery:** Keep each role to two or three sentences, then land on day one.

Q02

About 70 seconds

You're already at a navigation company. Why Garner specifically, and why now, right after the Series E?

Key points

- **Paying members back gives them a reason to use Garner.**
- **This role centers on KPIs and planning, my core work.**
- **Mabry's work moved to costs, and I want to work on growth.**

What it's checking Whether your reason is about Garner's model and stage, and how you talk about leaving a peer.

My whole career has been about getting members to better care. I did claims and network work for health plans and employers at Corbin & Vail, and now I'm at a benefits navigation company. I want to do that work at a company that has shown it works at scale, on top of the employer's own plan.

Paying members back when they choose a top-ranked doctor gives them a clear reason to use the product. That's the part of Garner's model I'd most like to help scale.

I also like that the posting puts company KPIs and annual and quarterly planning at the center of this role. That's the work I do at Mabry, where I run planning and built the KPI tree.

As for why now, Mabry's focus has moved to costs, and my work has moved with it. I want to work on growth again. Garner raised two rounds in 2026 and is growing fast. That's the stage where planning has to keep up with the business.

Short version, about 35 seconds

My career has been about getting members to better care, and I want to do that where it's been shown to work at scale. Paying members back for choosing a top-ranked doctor gives them a clear reason to use the product.

I also like that this role centers on KPIs and planning, the work I do now. As for timing, my work at Mabry has moved to costs, and I want to work on growth again.

Likely follow-ups

- **Why not help Mabry through the cost work?**
  I've done that work and I'll leave it in good order. I want my next few years to be on growth.

- **How would you handle joining a company in the same market?**
  I'll keep Mabry's confidential details private. What I bring is how I work and what I've seen about steering members in general.

- **What would you want to learn first here?**
  Which company numbers leadership watches most closely, and how planning runs today.

> **Delivery:** Lead with whichever of the three reasons is truest for you, then give the why-now in two sentences and stop.

Q03

About 70 seconds

You run annual and quarterly planning at Mabry. Walk me through the cycle: who owns what, what the outputs are, and where it tends to break.

Key points

- I run the calendar, the templates and the company roll-up.
- The KPI tree links the plan to the monthly review.
- It breaks at the hand-off, and when nobody resets.

What it's checking Whether you've run planning yourself and can see where it fails.

I'll take it in three parts: who owns what, what comes out, and where it tends to break.

On ownership, I run the process for the company. That means the calendar, the templates, and pulling each team's plan into one company plan. Each leader owns their own targets and the plan to hit them, and the leadership team makes the final calls.

On outputs, the annual cycle sets a short list of company goals and the targets under them. The quarterly cycle turns those into team plans for the next three months. The KPI tree I built is the link, because leadership reviews the same measures every month.

On where it breaks, I watch two places. The first is the hand-off from annual targets to quarterly team plans, where goals can drift. The second is when a team misses its numbers and nobody

resets the plan.

The way I handle both is the same. Every goal has one owner and a measure on the KPI tree, and the monthly review is where we reset.

Short version, about 35 seconds

I run the process: the calendar, the templates and the roll-up into one company plan. Each leader owns their targets, and the leadership team makes the final calls. The annual cycle sets company goals, the quarterly cycle turns them into team plans, and the KPI tree I built links them to the monthly review.

It tends to break at the hand-off from annual to quarterly, and when a team misses and nobody resets. One owner and one measure per goal handles both.

Likely follow-ups

- **Tell me about a quarter where planning broke.**
  Say which quarter, what slipped, what you changed in the process, and what happened the next quarter.
- **How long does the annual cycle take, and who signs off?**
  Give the real weeks from kickoff to sign-off, and name the role that approves the final plan.
- **How would this change at a company growing as fast as Garner?**
  I'd expect the quarterly reset to matter more, because targets set a year ahead go stale faster when the business doubles.

> **Delivery:** Say the three parts up front, then walk them in order.

Q04

About 50 seconds

Tell me about an operational process you designed and got deployed. What did you own, and what did the other teams own?

Key points

- **I led the onboarding redesign, and implementation ran the launches.**
- **Signed contract to first visit fell from 74 to 41 days.**
- **That covered 18 employer launches in 2025, from our dashboard.**

What it's checking Whether you can claim your part clearly and credit the teams who delivered.

The best example is the employer onboarding redesign at Mabry. We measure onboarding as the time from a signed employer contract to the first member visit, and it was 74 days.

I led the redesign. I owned the process design, the plan, and tracking the result. The implementation team ran the launches, so the day-to-day delivery was theirs.

Across 18 employer launches in 2025, the time to first member visit fell to 41 days. That figure comes from Mabry's own onboarding dashboard.

The lesson I'd bring here is to be clear about where my part ends and the other team's begins. I'd also measure the result on a dashboard the teams already use.

Short version, about 20 seconds

I led the redesign of employer onboarding at Mabry. I owned the design, the plan and tracking the result, and the implementation team ran the launches. Across 18 launches in 2025, time from signed contract to first member visit fell from 74 days to 41, per our onboarding dashboard.

Likely follow-ups

- **What did you change in the process?**
  Name the two or three biggest changes and the step that lost the most days before.

- **How do you know the redesign caused the drop?**
  The figure is from the onboarding dashboard. Say what else changed in 2025, if anything, and why the redesign drove most of it.

- **How did you get the implementation team on board?**
  Say who you worked with, how you agreed the changes, and one thing you changed after their feedback.

> **Delivery:** Say clearly where your part ends and the implementation team's begins.

Q05

About 90 seconds

You built the KPI tree Mabry's leadership reviews monthly. If you built one for Garner, what's the top-line metric, and what sit in the first two layers under it?

Key points

- **Revenue on top, with savings against target right under it.**
- **Layer one: members covered, revenue per member, cost to serve.**
- **Each box needs one owner and has to move monthly.**

What it's checking Whether you can turn Garner's model into drivers someone can own.

This is a guess from the outside, so I'd want to test it against the tree you run today.

First, at the top I'd put gross annual recurring revenue, since that's the revenue figure Garner gives publicly. Right under it I'd keep savings delivered against the target, because fees are tied to that target.

Second, the first layer has three branches: members covered, revenue per member and cost to serve. Members covered is employers signed times members per employer, net of employers lost. Revenue per member depends on the fee and on hitting the savings target, and cost to serve is mainly incentive payouts and administration.

Third, under savings, the second layer is the member behavior that drives it. That's the share of eligible members using Garner, the share of visits going to Top Providers, and incentive paid per visit. The first two drive the savings, and the third has to fit inside them.

Fourth, the test I'd apply to each box is whether one team owns it and whether it can move in a month. If a box fails that test, it goes to a quarterly review instead.

At Mabry, leadership reviews the tree I built every month. I'd aim for the same here: a tree people use in the room.

Short version, about 30 seconds

My guess from the outside: gross annual recurring revenue on top, with savings against target right under it, since fees are tied to that target. The first layer is members covered, revenue per member, and cost to serve. Under savings sit the share of eligible members using Garner, the share of visits to Top Providers, and incentive paid per visit. Each box needs one owner and has to move within a month.

Likely follow-ups

- **Why put revenue at the top over savings?**
  Revenue is the number the company reports, and savings is what employers buy, so I keep it right under. If leadership runs the business on savings, I'd swap them.

- **What's your leading indicator?**
  Engagement in the first months after an employer launches, because it shows early whether the savings will come.

- **How do you stop the tree getting too big?**
  Two layers for the monthly review, and anything deeper lives with the team that owns it.

> **Delivery:** Say it's a guess first, then count the four moves out loud.

Q06

About 35 seconds

When you built the Texas and Georgia expansion model or the claims analyses, how hands-on were you in the data? What tools were you working in?

Key points

- **I built the Texas and Georgia model myself.**
- **I built the claims analysis behind a client's steering change.**
- **I work in SQL, Excel, Looker and Tableau.**

What it's checking Whether you can pull and model data yourself from day one.

I'm hands-on. I built the Texas and Georgia expansion model myself, and the leadership team used it to decide. They approved Texas and paused Georgia.

At Corbin & Vail I built the claims analysis for a client that found 11% of its specialty spend went to three high-cost outpatient sites. The client changed its steering program after that.

The tools I work in are SQL, Excel for modeling, Looker and Tableau. Check: confirm you use all four hands-on

So I can pull the data and build the model myself.

Short version, about 25 seconds

I'm hands-on. I built the Texas and Georgia expansion model myself, and leadership approved Texas and paused Georgia. In consulting I built the claims analysis that found 11% of a client's specialty spend went to three high-cost sites, and the client changed its steering program. I work in SQL, Excel, Looker and Tableau.

Likely follow-ups

- **Which tool did you use for the expansion model?**
  Name the tool for each step: where the data came from, where you built the model, and how you showed it to leadership.

- **How did you calculate the 11%?**
  Say which claims you included, how you defined specialty spend, and how you picked out the three sites.

- **What did the client change in its steering program?**
  Say what the change was in one sentence, and what your analysis showed that led to it.

> **Delivery:** Say 'I built it myself' plainly, then give the tools.

Q07

About 80 seconds

We've doubled every year and we're working with nearly 800 employers. As we keep scaling, which internal process do you think breaks first, and how would you improve it?

Key points

- **My guess is employer implementation breaks first.**
- **Measure contract to first member use, split by step.**
- **At Mabry, onboarding fell from 74 days to 41.**

What it's checking Whether you can pick a likely weak point and make their quarter easier.

My guess is employer implementation, the path from a signed contract to members using Garner. I'd test that guess with you first.

First, I'd look there because launches double when the business doubles, and each launch needs work from several teams. Delays there also show up later, in engagement and at renewal.

Second, I'd check it by pulling the time from signed contract to first member use for each launch over the last year. Then I'd split it by employer size and by step, to see where the days go.

Third, to improve it, I'd map the steps with the implementation team and find the longest waits, often at hand-offs between teams. Then I'd build a standard path for most employers and keep a separate path for the complex ones.

Fourth, to know it worked, we'd agree one measure and review it weekly with the implementation leads. I'd also check that engagement in the first months holds up.

I've done this once. At Mabry I led the onboarding redesign, and across 18 launches in 2025 time to first member visit fell from 74 days to 41. The implementation team ran the launches.

Short version, about 30 seconds

My guess is employer implementation, from signed contract to members using Garner, since launches double as the business does. I'd measure the time for each launch, split it by step and employer size, map the longest waits with the implementation team, and build a standard path for most employers. At Mabry I led a redesign like this, and time to first member visit fell from 74 days to 41.

Likely follow-ups

- **What if it isn't implementation?**
  Then I'd run the same four steps on the process you name. My second guess would be member support, since volume grows with every new employer.

- **How would you avoid slowing the implementation team down?**
  I'd start from the data they already track and ask for an hour to map the steps, then come back with a draft.

- **Which employers keep a custom path?**
  The largest or most complex ones, which I'd define with the team from the data on which launches ran longest.

> **Delivery:** Name the guess in one sentence, then count the four moves out loud.

Q08

About 100 seconds

Say implementation starts missing go-live dates as new employer volume grows. Leadership wants a diagnosis and a plan in a week. How do you structure it before you touch any data?

Key points

- **First agree what counts as late, and since when.**
- **Four causes: volume, employer mix, hand-offs, team ramp-up.**
- **The readout gives the cause, the fixes, owners and one measure.**

What it's checking Whether you break an unstructured problem into parts before diving in.

Before any data, I'd spend the first day on structure, and I'd lay it out in five steps.

First, I'd pin down the problem: which go-live dates are being missed, by how much, and since when. I'd agree with leadership what counts as late, so we're all measuring the same thing.

Second, I'd split the causes into four groups: volume, employer mix, process hand-offs and team ramp-up. Volume means more launches than the team can handle, and mix means bigger or more complex employers. Hand-offs are steps that wait on someone else, like carrier data or sign-offs, and ramp-up is new staff still learning the work.

Third, for each group I'd write down what we'd expect to see if it were true. That tells me what data to pull and which two or three late launches to walk through with the implementation leads.

Fourth, I'd plan the week so the answer lands on time. Day one is structure and a few conversations, days two to four are data and launch reviews, and day five is a short readout.

Fifth, the readout gives the main cause, two or three fixes, an owner for each, and one measure we'll track weekly.

The closest work I've done is the onboarding redesign at Mabry. I led it, the implementation team ran the launches, and time to first member visit fell from 74 days to 41.

Short version, about 30 seconds

I'd first agree what counts as late and since when. Then I'd split the causes into volume, employer mix, process hand-offs and team ramp-up, and write down what each would look like if true. That tells me what data to pull and which late launches to review. Days two to four are data and reviews, and day five is a readout with the cause, fixes, owners and one weekly measure.

Likely follow-ups

- **What if the data points to all four causes?**
  I'd size each one by days lost and start with the biggest one a single team can fix.

- **What would you tell leadership on day one?**
  The structure, the four groups of causes, and the date they'll get the answer.

- **How do you keep the implementation team on side?**
  I'd bring their leads into the launch reviews and share the draft with them before leadership sees it.

> **Delivery:** Pause after each move so the interviewer can stop you.

Q09

About 60 seconds

What would you want to have learned, owned and delivered by day 30, 60 and 90 here?

Key points

- **By day 30 I learn the numbers, the planning and the people.**
- **By day 60 I own one piece, like the KPI review.**
- **By day 90 my first project has a result leadership can use.**

What it's checking How fast you ramp, and whether your plan matches the KPI and planning remit.

Day 30 is learning. I'd learn which company numbers leadership watches most closely, how planning runs today, and who owns each part. I'd meet the leads I'll work with most, and ask you what you'd want me to own first.

Day 60 is owning. I'd want to own one clear piece, such as the monthly KPI review or part of the next quarterly planning cycle. I'd also be well into my first project for leadership.

Day 90 is delivering. The first project would have a result and a recommendation leadership can act on. The piece I own would run on a steady rhythm, and I'd bring you a short list of process fixes.

Since this team rotates across initiatives, I'd keep a one-page note on how each area runs. That makes the next project faster to start.

Short version, about 25 seconds

By day 30 I'd know the company numbers leadership watches, how planning runs, and who owns what, and I'd ask you what to own first. By day 60 I'd own one piece, like the monthly KPI review, and be well into a first project. By day 90 that project would have a result leadership can act on.

Likely follow-ups

- **What if we put you straight onto a project in week one?**
  I'd take it. I'd learn the KPIs and planning alongside it and still aim for a result by day 90.
- **How would you know you're on track at day 30?**
  I could explain the top company numbers, what moves them and who owns each, without notes.
- **Which project would you pick first?**
  Whichever one leadership ranks highest. If you asked me, I'd look at implementation time as new employer volume grows.

> **Delivery:** Use the three words learn, own and deliver, and keep each step short.

Q10

About 80 seconds

If leadership asked you to move member engagement, the share of eligible members using Garner, how would you break that problem down and decide where to start?

Key points

- **Map the path from eligible member to rewarded visit.**
- **Split by employer, time since launch, plan type and region.**
- **Start with the biggest gap that one team can own.**

What it's checking Whether you can structure a leadership deep dive and choose a starting point.

Garner says more than 46% of eligible members use it, so the question is where the rest drop off. I'd break it down as a path from eligible member to rewarded visit.

First, I'd map the path from eligibility to sign-up, search, choosing a Top Provider, the visit and the money back. Each step has its own drop-off.

Second, I'd split the path by employer, by time since launch, by plan type such as HSA plans, and by region. I'd expect the gaps to cluster in a few employers or in the first months after launch.

Third, I'd rank each gap by the members it affects, the savings behind it, and whether one team can fix it. Then I'd start with the biggest gap that has a clear owner.

Fourth, I'd test a fix before any rollout. I'd try it with a group of employers and compare engagement against similar employers who didn't get it.

My first guess is the months right after launch. That's the stretch I worked on at Mabry. I led the redesign that cut time from signed contract to first member visit from 74 days to 41.

Short version, about 30 seconds

I'd map the path from eligible member to sign-up, search, choosing a Top Provider, the visit and the money back. Then I'd split it by employer, time since launch, plan type and region. I'd rank the gaps by members affected, savings behind them, and whether one team can fix them, and test the first fix with a group of employers. My first guess is the months right after launch.

Likely follow-ups

- **What data would you need?**
  Member activity at each step, joined to employer, launch date and plan type.
- **What if the biggest gap is sign-up?**
  Then I'd look at how employers introduce Garner to their staff, and test changes with a few employers first.
- **How would you know a change worked?**
  Engagement in the test group rises against similar employers, and the share of visits to Top Providers rises with it.

> **Delivery:** Walk the member path slowly, one step at a time.

Q11

About 60 seconds

The posting talks about using AI to scale impact faster. Give me one internal operating process where you'd apply it, and how you'd know it worked.

Key points

- **I'd start with member-support escalation triage.**
- **AI sorts and summarizes cases, and a person checks a sample.**
- **I'd measure time to first action, backlog and reopened cases.**

What it's checking Whether you can name a concrete internal use with a measurable result.

I'd start with member-support escalations, because I've run that process at Mabry.

I took over escalations there with 1,900 open cases and set up a weekly triage with the clinical and operations leads. Eight weeks later we were under 300. Sorting cases by type and urgency is the part I'd hand to AI first.

It would work in three steps. First, AI sorts each new case by type and urgency and writes a two-line summary for the triage meeting. Second, a person checks a sample every week, so we see how often the sorting is wrong. Third, the triage meeting spends its time on decisions, because the reading is done before it starts.

I'd know it worked on three measures: time from a case opening to first action, the open backlog, and the share of cases reopened. If speed improves and reopened cases stay flat, it's working.

Short version, about 25 seconds

I'd use it on member-support escalation triage, which I ran at Mabry when I took over 1,900 open cases. AI would sort each case by type and urgency and summarize it, a person would check a sample weekly, and the meeting would focus on decisions. I'd track time to first action, the backlog and reopened cases.

Likely follow-ups

- **What's the risk?**
  A wrong sort on an urgent clinical case. I'd send anything flagged clinical straight to a person and check the sample weekly.
- **How did you count the open cases at Mabry?**
  Say how open cases were counted, and what else changed in those eight weeks, such as staffing or closing old cases.
- **Where else would you apply it?**
  The monthly KPI pack: a first draft of the commentary, checked by the owner of each number.

> **Delivery:** Name the process, then count the three steps and the three measures.

Q12

About 40 seconds

You're relatively new to the Manager title at Mabry. Why leave now?

Key points

- **I was promoted to Manager in January 2025.**
- **Mabry's focus moved to costs, and I want growth work.**
- **Garner's growing fast, and that's the planning work I want.**

What it's checking Whether your reason is factual and forward-looking, with no criticism of Mabry.

I was promoted to Manager in January 2025, and I've had a good run in the role. I run planning, I built the KPI tree, and I led the onboarding redesign.

Mabry has moved its focus to costs, and my work has moved with it. That's a sensible choice for Mabry. I want my next few years to be on growth.

Garner is growing fast, and this role is about planning and KPIs for a business at that pace. That's the work I want, so the timing fits.

Short version, about 20 seconds

I've been Manager since January 2025, running planning and the KPI tree. Mabry's focus has moved to costs, and my work has moved with it. I want to work on growth, and Garner's pace fits the planning and KPI work I do.

Likely follow-ups

- **Is Mabry in trouble?**
  I'd leave Mabry to speak for itself. My role has shifted to cost work, and I want growth work.

- **Would you stay if Mabry turned back to growth?**
  I'm drawn to Garner for its own reasons too: the incentive model, and a role built around KPIs and planning.

- **Isn't it early to leave a new title?**
  I've held it since January 2025 and I'll leave the work in good order. The move is about the kind of work, and Garner fits it.

> **Delivery:** Say it flat and short, then stop.

Q13

About 70 seconds

You don’t have direct reports at Mabry. How do you get clinical, ops or finance leads to change how they work when they don’t report to you?

Key points

- **I have no direct reports at Mabry, but I managed two analysts.**
- **A weekly triage got 1,900 open cases under 300.**
- **One shared number, a steady rhythm, and the leads make calls.**

What it’s checking Whether you can move people across teams without authority.

I don’t have direct reports at Mabry. I managed two analysts on my last two engagements at Corbin & Vail. At Mabry, all my work runs through people who don’t report to me.

The clearest example is member-support escalations. I took them over with 1,900 open cases. I set up a weekly triage with the clinical and operations leads, and we worked the backlog together. Eight weeks later we were under 300 open cases.

The onboarding redesign worked the same way. I led it, and the implementation team ran the launches. Time to first member visit fell from 74 days to 41.

My approach is the same each time: agree one shared number, meet on a steady rhythm, and let the leads make the calls.

In my first months here I'd meet the leads I'll depend on early and agree what each of us owns. Then I'd use the KPI review as our shared rhythm.

Short version, about 30 seconds

I don't have direct reports at Mabry, and I managed two analysts in consulting. At Mabry I took over 1,900 open escalations and set up a weekly triage with the clinical and operations leads. Eight weeks later we were under 300. I agree one shared number, keep a steady rhythm, and let the leads make the calls. Here I'd meet the leads early and agree who owns what.

Likely follow-ups

- **How did you measure the drop in open cases?**
  Say how open cases were counted, and what else changed in those eight weeks, such as staffing or closing old cases.
- **Who pushed back in the triage, and why?**
  Name the role, what they were worried about, and what you changed to bring them in.
- **What did managing the two analysts involve?**
  Say how you split the work, how you reviewed it, and one thing an analyst grew into.

> **Delivery:** Say the gap in the first sentence, calmly, then move straight to the triage.

Q14

About 50 seconds

Mabry sells into the same employer-benefits market we do. What did a hard renewal season teach you about what employers push back on?

Key points

- **I'll keep Mabry's accounts private and share the lessons.**
- **Employers judge value early, in their own numbers.**
- **I'd put early employer signals on the KPI tree.**

What it's checking Whether you can share insight on the market without breaking confidence or criticising Mabry.

I'll keep Mabry's accounts and figures private, so I'll speak to what I took from it.

First, employers judge value in their own numbers, and they start judging early. That's one reason the onboarding work mattered to me. The sooner members reach a first visit, the sooner an employer sees use.

Second, the renewal story starts at launch. If use is slow in the first months, it's hard to win that ground back later in the year.

Here I'd apply it through planning. I'd want early signals for each employer on the KPI tree, like engagement in the first months. Then the teams who own employers see risk well before renewal.

Short version, about 20 seconds

I'll keep Mabry's accounts private. What I took from it is that employers judge value in their own numbers, and early, so the renewal story starts at launch. Here I'd put early signals for each employer on the KPI tree, so the teams who own employers see risk well before renewal.

Likely follow-ups

- **Give me an example.**
  Keep it anonymous: one type of employer, the objection they raised, and what the team changed, with no names or figures.

- **What did Mabry change after the season?**
  Keep it general: the company moved its focus to costs. Then steer back to what you'd do here.

- **How does our savings target change that conversation?**
  It gives the employer one agreed measure, so I'd make sure planning tracks progress against it from launch.

> **Delivery:** Say the privacy line once, at the start, then give the two lessons.

Q15

About 50 seconds

Tell me about a time you got real push-back from someone on your team or a stakeholder on a recommendation. How did you handle it?

Key points

- **I ran a six-week review and recommended switching vendors.**
- **I test each concern against the data.**
- **Finance estimates the switch saves about $310,000 a year.**

What it's checking Whether you handle disagreement with evidence and keep relationships intact.

A good example is the claims-data vendor review at Mabry. I ran a six-week review of two vendors and recommended we switch.

A switch like that touches every team that uses the data, so questions were part of the work.

The way I handle push-back is to treat it as a question the analysis should answer. I take the concern, check it against the data, and either change the recommendation or show why it holds.

The recommendation held. The finance team estimates the switch saves about $310,000 a year.

I'd bring the same approach here: take the concern seriously, test it, and make the decision clear to everyone who uses the result.

Short version, about 25 seconds

At Mabry I ran a six-week review of two claims-data vendors and recommended a switch. That touched every team using the data. I treat push-back as a question the analysis should answer: I check the concern against the data, then change the recommendation or show why it holds. The finance team estimates the switch saves about $310,000 a year.

Likely follow-ups

- **Who pushed back, and what was their concern?**
  Name the person's role, what they worried about, what you checked, and where you landed.

- **Is the $310,000 your number?**
  It's the finance team's estimate. I ran the review and made the recommendation.

- **Tell me about a decision that went another way.**
  Use the Texas and Georgia model: you built it, and leadership approved Texas and paused Georgia. Say what you recommended and how you supported the decision.

> **Delivery:** Credit the $310,000 to the finance team every time you say it.

Q16

About 45 seconds

We say this environment is demanding by design. Tell me about the stretch where the bar was highest for you. What did you deliver, and what did it cost?

Key points

- **I took over 1,900 open escalations at Mabry.**
- **A weekly triage with clinical and ops got us under 300.**
- **It cost eight weeks of weekly triage on top of normal work.**

What it's checking Whether you choose a high bar and can sustain it.

The stretch where the bar was highest was taking over member-support escalations at Mabry. There were 1,900 open cases, and these were members waiting for help.

I set up a weekly triage with the clinical and operations leads and held it every week. Eight weeks later we were under 300 open cases.

The cost was eight weeks of a fixed weekly meeting with the clinical and operations leads, on top of everyone's normal work.

What I took from it is that a high bar holds when the rhythm is steady. For me that meant a fixed weekly meeting and one number everyone tracked. I'd bring that rhythm here.

Short version, about 30 seconds

The highest bar was taking over member-support escalations at Mabry, with 1,900 open cases. I set up a weekly triage with the clinical and operations leads, and eight weeks later we were under 300. The cost was eight weeks of a fixed weekly meeting on top of everyone's normal work. A high bar holds for me with a steady weekly rhythm and one shared number.

Likely follow-ups

- **What did you set aside?**
  Name one piece of work that slipped and how you agreed it with your manager.

- **How did you count the open cases?**
  Say how open cases were counted, and what else changed in those weeks, such as staffing or closing old cases.

- **How do you keep a hard pace sustainable?**
  A steady weekly rhythm and clear priorities, so the hard weeks have an end date.

> **Delivery:** Give the cost in one plain sentence, without softening it.

05

What they may question in your resume

Things in your resume they may ask about, and how to answer each one plainly.

Leaving Mabry now	Say it before they wonder: Mabry's focus has moved to costs, your work moved with it, and you want to work on growth. Then turn to why Garner.
No direct reports at Mabry	Name it yourself: you managed two analysts at Corbin & Vail, and at Mabry your work runs through clinical, operations and implementation leads who don't report to you. Then give the escalation triage.
Coming from the same market	Say once that you'll keep Mabry's accounts and figures private, then share what you learned in general terms.

06

Salary, notice and logistics

Salary	You told the recruiter about $175,000 base, so keep to that number. The posting gives a range of $170,000 - $200,000. Bonus and equity haven't come up; if the VP raises pay, say you're happy to cover bonus and equity with the recruiter.
Notice	Your notice is two weeks, so say that plainly if it comes up.

Office	You live in Brooklyn. The posting asks New York hires to work from the NYC office three days a week, and that works for you.
Work authorization	The posting says Garner doesn't sponsor visas. You don't need sponsorship, so a one-line answer settles it.
Earlier rounds	Recruiter screen last week. At the end, ask the VP what the next step is and when it happens.

07

Questions to ask

Ask this one first

"Which company numbers does leadership watch most closely right now, and which one is hardest to move?"

It goes straight to the work the VP owns and lets you show how you'd think about a KPI on the spot.

"How does annual and quarterly planning run today, and what would you change before the next cycle?"

"Which processes are straining most as new employers come on?"

"How do rotations work here: how long does each initiative last, and who picks the next one?"

"Where is AI showing up in the operating work today, outside the member product?"

“What separates the people who do well on this team from the ones who struggle?”

08

Homework before the call

- Read Garner’s page for employers, including how its fees are tied to its performance against an agreed savings target.
- Know the company’s headline numbers as Garner states them: almost 800 employers, an average 12 percent reduction in annual healthcare spend, and more than 46% of eligible members using the platform.
- Say your KPI tree guess for Garner out loud once, start to finish, in about two minutes.
- Choose your scope question and the two backup stories you’d reach for first.
- Settle your pay line before the call: about $175,000 base, with bonus and equity to discuss with the recruiter.

09

Do and don't

✓ Do

- Open with planning and KPIs.
- Use numbers from your own work and say your exact part.
- Offer views on Garner as guesses to test.
- Credit the $310,000 to the finance team.

× Don't

- Don't share Mabry's account names or figures.
- Don't criticise Mabry's move to cost work.
- Don't present the implementation team's launches as your own work.
- Don't explain Garner's model back to them.

By the end, the VP should think that you already run the planning and KPI work they need, that you own your part clearly, and that you'd take work off their plate in the first month. Show it through your own numbers and a calm, structured way of working through problems. You come from the same market, and you're ready to build growth.

Worth knowing

A candidate for a sister Strategy and Operations Lead role reported in March 2025 being asked to describe a time they faced push-back or disagreement with someone on their team. Have the vendor review ready for that question.

Confirm before you use

Two facts in your answers to confirm before the call. If there's no time to check one, say it more loosely, or leave that detail out.

- Q01, page 14 · **Time at Corbin & Vail**

  "Before Mabry I spent nearly four years in Corbin & Vail's healthcare practice."

  Check that nearly four years is how you want to describe August 2019 to March 2023.
  Confirm with your resume dates.

- Q03, page 19 · **Your planning ownership**

  "That means the calendar, the templates, and pulling each team's plan into one company plan."

  Check that the calendar, the templates and the roll-up are the parts of Mabry's planning you own
  Confirm with your own planning documents from the last cycle

The Company Brief

The company, the role and how the interview process is likely to run, researched for this job.

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01

The company, explained plainly

Garner ranks doctors by performance and gives employers a way to reward employees who choose the best ones.

Founder and CEO

Nick Reber, formerly on Oscar Health's leadership team

Nick Reber founded Garner and runs it as CEO. Before Garner he was on the leadership team at Oscar Health, where he focused on analytics and provider network development (building the set of doctors a health plan covers).

Origins

Started in 2019, headquartered in New York

Garner was founded in 2019 and is based in New York. It uses data analytics and AI to help employers and employees find high-quality, cost-effective doctors.

Product

Employers cover costs when employees pick top doctors

Employers keep their insurance carrier, and Garner sits on top of the existing plan as a **financial administrator**. When employees choose a high-performing doctor through Garner, the employer covers most or all of their out-of-pocket costs. Garner says its rankings draw on more than 60 billion medical records from 320 million patients. In 2021 it said doctors can't pay for a higher placement in its rankings.

Funding

$100 million Series E at $2.74 billion valuation

Garner closed a **$100 million Series E** led by Index Ventures, which valued it at **$2.74 billion**. Existing investors Kleiner Perkins, Redpoint, Thrive, Sequoia, Founders Fund and Kaiser Permanente Ventures also took part. It came three months after a $118 million Series D in February, which Kleiner Perkins led.

Size

About $200 million revenue, doubled five years running

Garner says its gross annual recurring revenue is **approximately $200 million** and has more than doubled for five years in a row. Crunchbase lists its headcount in the 251-500 range.

Customers

Almost 800 employers; Garner cites 12 percent savings

Garner says it works with **almost 800 companies**, which see an average **12 percent** reduction in annual healthcare spend. It says more than 46% of eligible members actively use the platform, and about half go where Garner points them. Garner says that is about 10 times a standard navigation product (a service that guides patients to care). Garner also works with health plans, powering their doctor rankings, directories and network strategies.

AI products

Garner Assistant and the new Garner Research Agent

Garner Assistant, launched by May 2026, helps members find doctors, book appointments, review claims and understand their coverage. Garner says it directs thousands of patients to high-quality care every day. Its new **Garner Research Agent** continuously reviews the latest medical literature. Garner plans to use the Series E to expand its provider quality platform, scale its AI products and expand access.

Leadership

CFO Jake Shuster, CRO Steve Santangelo

Jake Shuster is CFO and has spent 12+ years in finance roles. Crunchbase lists Steve Santangelo as Chief Revenue Officer. This role reports directly to the **VP of Strategy & Operations**.

02

The role, decoded

Garner is growing fast on fresh money. This hire helps leadership run the company through its KPIs, its planning cycles and the operational fixes that growth demands.

Fresh capital

Garner closed its Series E in May 2026, the round above. It plans to use the money to expand its provider quality platform and scale its AI products.

Growth that strains processes	Garner says it has **doubled five years running**. The posting gives this role a portfolio of operational processes to develop and deploy with experts across the company.
Planning and KPIs	The role manages company KPIs, drives annual and quarterly planning, and works directly with leadership on high-visibility initiatives.
A generalist to rebuild what strains	Together these likely mean Garner is building the planning layer a fast-scaling company needs. It wants someone who can take processes that worked at the last size and rebuild them.

What the posting's words reveal

"The environment is demanding by design."

Expect a high bar and candid feedback. Garner says so up front so the people who join are the ones who want that pace.

"This isn't the right fit for everyone, and that's intentional."

Fit is screened as hard as skill, so prepare stories about pressure and candid feedback.

"using AI to scale that impact further and faster than anyone else can"

Bring one concrete idea for where AI could make an operational process faster or cheaper, and say how you'd test it.

"be held to a high standard while doing it"

You'll be judged on measurable results. Bring examples with numbers and be ready to say how each was measured.

03

How the rounds will run

Built from a January 2025 candidate report for the Strategy and Operations Lead role on the same team, and from the posting.

Reported: someone who interviewed there said so. **Likely:** our best judgment from the posting and similar roles.

HR screen	**Reported** The process opens with an HR screen call. The application already asks for your desired salary, location and visa status, so expect those to come up, along with why Garner.
Call with your manager	**Reported** A separate call with the manager the role reports to. For this posting, that is the VP of Strategy & Operations.
Culture interview	**Reported** A dedicated culture round. The same candidate reports being asked to describe a time they faced push-back or disagreement with someone on their team, and how they handled it.
Case study presentation	**Reported** You present a case. Given the posting, it likely asks you to break down an unstructured business problem with data and recommend a plan.
Final round with the CEO	**Reported** The process closed with the CEO, Nick Reber. That conversation likely covers strategy and why you want this mission. The whole process took that candidate 6 weeks, across about five to six meetings.

Who you'll meet

Likely Likely a recruiter, the VP of Strategy & Operations, a peer on the team or a cross-functional lead, and Nick Reber at the end. This Manager role sits in the same team as the Lead role above, so expect the same stages, possibly with fewer meetings.

Worked case: an operations team missing its targets

The scenario

An example of the kind of case to expect: a Garner operations team, such as member support booking care, is missing its turnaround targets as member volume grows. Leadership wants your diagnosis and a plan, presented back in a week.

They may ask

- How would you structure this problem before looking at any data?
- Which three metrics would you pull first, and why?
- How would you find the constraint that's driving the miss?
- How would you get the head of that team to adopt your fix?
- How would you know in 60 days whether it worked?

How to answer

1. **Pin down the goal**
   Ask which target is missed, by how much, since when, and what success looks like.

2. **Split the drivers**
   Break the problem into parts with no gaps or overlaps: incoming volume, team capacity, process steps, and rework.

3 **Test each hypothesis**
For each driver, say what you think is happening and the data that would confirm or kill it.

4 **Size the options**
Rank the fixes by impact and effort, and show the numbers behind your top pick.

5 **Recommend one plan**
Give it an owner, a timeline and a KPI, and show where it lands in the quarterly planning cycle.

6 **Name what you'll watch**
List the risks, the weekly metrics you'd track, and the point where you'd change course.

04

12 likely questions

Built from the posting, the reported rounds and Garner's moment.

1
Tell me about yourself

Tell me about yourself, and why Garner now.

What it's checking Whether your path leads clearly to a demanding strategy and operations role at a fast-growing health company.

2
What breaks at 2x growth

Garner raised a Series E in May and says it has doubled five years running. What do you think breaks first at that pace?

What it's checking Whether you can see scaling problems from a leader's seat.

3
Unstructured problem

Walk me through an unstructured problem you broke down, the fix you recommended, and how you got other teams to adopt it.

What it's checking Your structure and judgment, and whether your fix shipped.

4
Handling push-back

Describe a time you faced push-back or disagreement on your team. How did you handle it?

What it's checking How you hold a view and still keep people with you.

5
Engagement drops

Garner says more than 46% of eligible members actively use the platform. If that fell next quarter, how would you work out why?

What it's checking Whether you can build a KPI tree and go to the right data first.

6
Running planning

How would you run annual and quarterly planning so it stays useful while the company keeps doubling?

What it's checking Whether you've run or improved a planning cycle and know where they fail.

7
AI in operations

We launched the Garner Assistant for members. Where would you use AI to make one of our internal operational processes faster or cheaper?

What it's checking A concrete, testable idea, with a sense of the risks in healthcare.

8
Measuring savings

Garner says employers see an average 12 percent reduction in annual healthcare spend. How would you measure savings for a new employer customer?

What it's checking Whether you grasp how Garner's value is measured and can reason about data quality.

9
A process you built

Tell me about an operational process you built and handed off. How did you know it was working?

What it's checking The ownership and detail the posting asks for.

10
Demanding by design

Our posting says the environment is demanding by design. What does that look like for you, and what shows you do well in it?

What it's checking Self-awareness and a clear fit, which Garner screens hard.

11
Why healthcare

Why healthcare, and why Garner's approach of rewarding people for choosing better doctors?

What it's checking Whether the mission matters to you beyond the job.

12
Sizing a new market

Garner works with health plans and with employers using ICHRA (an arrangement where the employer funds each employee's individual health coverage). If leadership asked you to size one of these markets, how would you start?

What it's checking Clear market-sizing structure under a leadership deadline.

05

What they'll look for

Experience they will look for

- Two or more years in a strategic problem-solving role, in consulting, investment banking or an early-stage startup.
- Running or improving a planning cycle, a KPI review or leadership reporting.
- Building an operational process from scratch and handing it to a team that runs it.
- Pulling insight from messy data and turning it into a recommendation leaders acted on.
- Healthcare exposure, or a clear reason the U.S. healthcare system matters to you.

Stories worth preparing

- A time you broke down a vague problem, recommended a fix and got other teams to adopt it.
- A time you faced push-back from a colleague, and how you settled it.

- A process you built that kept running after you moved on, and the metric that showed it worked.
- A time you were held to a high bar under a tight deadline and delivered.

Terms you should be comfortable with

Operating rhythm	The regular cycle of reviews and planning that runs a company, such as a weekly KPI review and a quarterly plan.
KPI tree	A top-line metric broken into the driver metrics that move it, such as savings per member split into the share choosing top doctors and the cost gap per visit.
Care navigation	Guiding patients toward better or cheaper care, such as showing a member the top-ranked orthopedists nearby.
Provider quality metrics	Measures of how well a doctor performs on outcomes, appropriateness and cost, such as how often a surgeon's patients need a repeat procedure.
Claims data	Insurer records of billed medical services, used to measure doctor performance, such as every visit and procedure billed for a patient.
Self-insured employer	An employer that pays its employees' medical claims directly, so it saves money when staff see more efficient doctors.
Steerage incentives	Rewards that nudge members toward recommended doctors, such as covering their out-of-pocket costs for a top-ranked one.

MECE	Splitting a problem into parts that don't overlap and together cover everything, such as volume, capacity, process and rework.
Unit economics	Revenue or cost for one unit of the business, such as support cost per member per month.

06

The HR round

Expect the HR screen to cover pay, location and work status. Settle the level and equity yourself.

They'll ask you

Location and mode

"Are you able to work in our NYC office?"

The role is based in New York City. The application asks whether you're based in or will relocate to the NYC area and can work in the NYC office. Garner's Built In listing says New York staff work from its Financial District office Tuesday through Thursday.

Salary

"What are your salary expectations?"

The posting gives the range: "The target salary range for this position is **$170,000 - $200,000**." It also says the role is eligible for Garner's equity incentive plan. Answer inside the range: "I'm targeting [your number] in base, and I'd like to understand the equity."

Notice period

"When could you start?"

Two weeks is the norm in the US. Garner is moving fast after its raise, so a clear start date likely helps. The Lead candidate's process took 6 weeks, so plan your timing around a process of that length.

Work authorization

"Will you now or in the future require sponsorship for employment visa status?"

The application asks whether you're legally authorized to work in the US and whether you'll need visa sponsorship. The posting says Garner **does not sponsor employment visas** or take over existing sponsorship at this time.

Why you're moving

"Why are you looking to leave your current role?"

A good reason points toward this job: broader exposure across a company, closer work with leadership, and measurable outcomes in healthcare. Avoid any reason that sounds like wanting a calmer pace, since Garner says the environment is demanding by design.

Settle with them

Level

"Which level is this role set at?"

Garner has also advertised a Senior Strategy & Operations Manager role, and this Manager posting went up on Sep 21, 2026. Ask where this role sits and what moves someone to Senior.

Equity

"How does equity work here, and how often do tender offers run?"

Alongside the Series E, Garner ran its **second tender offer** for employees, which let staff sell some of their shares. Ask what you'd be granted, the vesting schedule, and whether more tender offers are planned.

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Questions to ask them

"Which initiatives would my first rotation cover, and how long does a rotation usually run?"

"Which company KPIs matter most to leadership right now, and which one is hardest to measure well?"

"With the Series E going into the provider quality platform and AI products, which internal processes are under the most strain?"

"Where does AI already show up in the team's own day-to-day work?"

"How is the case study run: a take-home deck or a live exercise, and how much prep time is there?"

"What would you most like to change in the next annual planning cycle?"

"How does the team split its time between the employer business and the health plan business?"

“What separates someone who thrives here in the first six months?”

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Watch-outs

Demanding pace	The posting says the environment is demanding by design and that the role isn’t the right fit for everyone. Show plainly that you’ve worked at a high bar and want to.
Turnover reviews	Some anonymous Glassdoor reviews describe high turnover, frequent layoffs and people let go just before their shares vest. Others praise management buy-in, the culture and the product. Cover vesting in neutral words through the equity question above.
Shifting scope	The posting says you’ll rotate through a variety of high-impact initiatives, so your projects will change. Show you can ramp up fast and leave clean handoffs.

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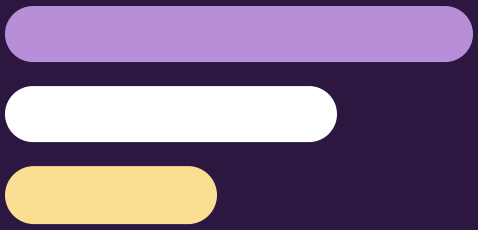
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Made for **Colleen M.**, a fictional candidate, on Nov 9, 2026.

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