

Increasing Retention and Ensuring Fit through Superior Selection and Interviewing **Oxford Health Plans Management Training**

Background: Oxford Health Plans, Inc. is one of the fastest growing health plans in the country with more than 1.32 million members and is the fifth fastest growing company in America according to Fortune Magazine's annual ranking. The company is also one of the fastest growing Medicare managed care plans in the country with more than 98,000 seniors enrolled in its Medicare Advantage Plan. Founded in 1984, Oxford markets its health plans to employers in New York, New Jersey, Pennsylvania, Connecticut, and New Hampshire through direct sales force and through independent agents and brokers.



Challenge: Oxford was growing at a tremendous rate and finding qualified people to fill the positions was challenging enough; finding those who fit Oxford's fast-paced environment was even more daunting. Turnover was unacceptable. Exit interviews pointed to the "frenetic pace" and "unrealistic expectations" demanded by the job.

Adding to the pressure was the ramp-up time provided new hires – there wasn't enough time to properly train the new hires due to the business demands. Increasing training time wasn't the answer.

Creating additional challenge was Oxford's requirement that they own the solution. They were adamant that 1) they could administer the solution better than any outside vendor, and 2) they could save significantly over the long haul by avoiding per-participant fees or materials charges.

Solution: Entelechy! Our unique approach is to customize and craft performance solutions for our client's continued use. This tailored approach allowed us to target Oxford's business needs and meet their ownership requirements for their continued use. Entelechy was selected over several nationally-recognized vendors whose interviewing training is on par with Entelechy's but who had little capability – or interest – in truly customizing their product to the customer's needs.

Using a thorough needs assessment process, Entelechy isolated the variables that Oxford could control; business pressures dictated a short ramp-up time and a demanding, fast-paced environment – we couldn't change that. However, we COULD change the hiring profile to include interviewing for CHARACTERISTICS that matched the demands of the job. While most

