How Andela helped Crossover Health **scale their engineering capacity** with the right talent

The Challenge

Crossover Health needed to effectively scale their engineering team's capacity without the significant costs that come with local hires. It was important that their existing engineering team be freed up to work on new areas crucial for business development, while maintaining the same quality of work in maintaining and expanding the feature set in their legacy product. Crossover also encountered additional difficulties because of the privacy laws that govern companies in the health-tech sector.

The engineering leadership team had experience at previous companies working with firms in Eastern Europe, South America, and India, but found limited success with these relationships.

They soon came to realize that cultural fit was the key component missing in each of these engagements — these were purely contract hires who often were equipped only work-for-hire, not developing long-term relationships and partnerships. Specifically, Crossover Health's tech team found that these ontract hires would neither ask questions nor contribute ideas on projects; contractors also had difficulty managing expectations when something would not be completed on time.

Crossover Health offers digital-first, integrated healthcare that is accessible to anyone, anywhere in the United States. They leverage technology and data to personalize care, helping tackle poor access and excessive costs.

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"The problem to solve for was capacity — [we wanted] the ability to scale up more rapidly *than we could hire domestically."*

Ben Mehling
Vice President of Technology

The Solution

Upon learning more about Andela's model and emphasis on creating embedded teams, the leadership team at Crossover Health decided to give it a try. They brought on four Andela engineers: 2 junior/senior pairs, one for frontend and one for backend. The Andela engineers worked as a self-contained team on Crossover Health's legacy product, tasked with both maintenance and building new features. They reported to the Director of Software Development, while also cross-collaborating with other in-house engineers.

Although the Crossover Health team was initially nervous about not interviewing potential candidates, the onboarding process gave them confidence in Andela's ability to make the right match with their team. **"Even in the initial call, [The Andela engineers] were incredibly engaged and curious about the tech, the organization, and the mission. They fit in with our team perfectly,"** Ben Mehling, Vice President of Technology, said.

In the end, Crossover Health's initial foray proved a significant success. "The first project that the Andela team got to do didn't have a lot of wiggle room in terms of the delivery date; it was a risky, complicated project; and to be honest I was a little bit concerned," Peter Johanson, Crossover Health's Software Development Manager said. "I gave them a high-level architecture briefing, and they took it and ran with it. And they were great. After that I said we have to grow with Andela."

This success led them to bring on more developers. They moved several of the original Andela engineers into new product development teams (working alongside in-house engineers) while backfilling those earlier roles with more Andela engineers. "The teams are fully integrated with our in-house engineers," Mehling said. **"We don't think of them as Andela and Domestic developers — it's just one team."**

They feel like Andela engineers are a perfect cultural fit — which they define as asking questions, being curious, bringing their own suggestions to the table, and not just taking orders. And because Andela engineers integrated so well with the Crossover team, they were able to resolve HIPAA and contractual compliance issues via a set of process and technical controls that allowed the engineers to easily do their work without exposing sensitive data.

Today, Crossover Health works with 13 Andela engineers across 3 teams, and continues to look to Andela as a long-term talent partner as they scale.

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