

# Clinical Needs Assessment Case Study



Wearable device company analyzes jobs to be done across healthcare settings

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## Background and Objectives

The Corporate Incubation team of a leading audio device manufacturer was tasked with identifying new business opportunities for the business, and had identified healthcare as a market worthy of further exploration. With internal resources focused on pursuing other concepts and markets, the client asked BCE to assess the needs of healthcare clinicians focused on wearables or wearables-related technology. This analysis covered EMS, Home health, Hospitals, Outpatient clinics, and Pharmacy segments.

## Approach

BCE assembled a team to drive an iterative exploration of healthcare opportunities, beginning with qualitative phone interviews and progressing to ethnographic research.

In phase one, BCE leveraged phone-based interviews with a range of stakeholders across settings to further refine the segmentation and map clinical workflows across segments. This process resulted in the identification of up to 8 major process steps clinicians follow throughout their day, with variations across eight defined segments. BCE identified common themes and captured feedback on pain points related to each step, the acuity of the pain points/jobs to be done, and the how time consuming they are. We then mapped this feedback and worked with the client to narrow the focus to 2 segments whose needs were best aligned with the client's capabilities.

In phase 2, BCE initiated ethnographic interviews with target customers in each segment. This consisted of filming interviews with clinical customers in their work environments to capture demonstrations of various elements of their workflows. (Note: Due to HIPAA laws, we were unable to film clinician-provider interactions.)

## Recommendations

BCE analyzed workflows, jobs to be done, pain points, and unmet needs for eight clinical market segments. We recommended 2 segments for additional ethnographic research with accompanying videography. We edited 8 onsite one-hour interviews into a single hour-long video of highlights that captured key themes from across the research. We delivered this video, the raw footage, PPT analysis, and the supporting data to the clients to inform their product concept development.

