

Head of Clinical Research Take Home Project

Congratulations for making it to this stage of the Head of Clinical Research interview process! We are excited to invite you to the next round of the interview.

This round will focus on a small project that will 1) help you get a better idea of what you'd work on as Head of Clinical Research and 2) help us determine if you are a good fit for the role. As mentioned, this project is a chance for you to see whether you enjoy working on an example Clinical Research workstream, so this will mirror real work that we do.

Guidelines

- The final result should be a **Notion document** write-up that you will email to Julia and Ana. If you are selected to move to the next round, we will then schedule a live readout of the project / collaborative discussion.
 - **Please also include any excel model/data cuts you used**
 - Please title the project "Nourish Head of Clinical Research - First & Last Name" and include the date of completion somewhere in the document.
- We expect this project to take around ~5-6 hours; you are more than welcome to spend longer on it if you desire, but any additional time is not required
- For this project, **pretend you are leading the Clinical Research team at Nourish**. You make the rules and get to determine how the processes are run! The goal is not for you to try and match what Nourish does today, so you do not need to take that into consideration. We want to know how you would design things if it were entirely in your hands
- We understand that certain questions may require a more comprehensive understanding of company processes, so just provide your responses to the best of your ability, and you can include any information you would like to better understand in your action items.

- If you have any questions, don't be shy about reaching out to Julia via email at julia.rayis@usenourish.com

Context

Nourish is a national provider of Medical Nutrition Therapy (MNT), with a network of 4,000 licensed registered dietitians serving patients across all 50 states.

Nourish is the leading national provider of virtual Medical Nutrition Therapy (MNT), connecting patients with registered dietitians for evidence-based, insurance-covered care across all 50 states. We have a network of 4000 licensed registered dietitians covering a wide range of conditions — including obesity, diabetes, GI disorders, eating disorders, women's health, and more. Our program offers 1-1 virtual MNT over a series of 3-4 months, along with complimentary access to our AI-powered mobile app with features such as on-demand messaging with RD, AI-driven macro tracking, outcomes tracking, recipes, and more.

Our care is focused on preventing and reversing chronic disease, and we have the deepest experience in cardiometabolic disease. About 90% of Nourish patients have one or more chronic condition - including 60% with diabetes, prediabetes, or a CV condition, and 80% with obesity or overweight. 60% have 2 or more chronic conditions.

Our business model is based on fee-for-service contracts across major payers such as UnitedHealthcare, Aetna, Cigna, and Regence. We accept commercial and Medicare insurance. We are also starting to explore value-based arrangements (i.e. pay-for-performance and case rates) and employer-sponsored partnerships.

As we grow, our ability to generate rigorous clinical evidence will be a core differentiator — both to establish the efficacy and of our care model on clinical outcomes and cost savings, and to shape the broader conversation around the role of nutrition in chronic disease management.

Project prompts

Part 1: Clinical Research Roadmap

You've just joined Nourish as the **Head of Clinical Research**. Your first assignment is to define Nourish's research strategy, roadmap, and resourcing plan for your first 12 months in role.

Please include the following:

1a. Research Strategy & Roadmap

Please share a framework for how you would develop a research roadmap:

- How would you evaluate and prioritize between research topics?
- What criteria would you use to determine what deliverables to aim for with each research topic?
- What teams would you want to work with to build this strategy and what information would you need from them?

1b. Proposed Research Roadmap

Please outline **2–3 top-priority research topics** that Nourish should pursue this year. For each, include:

- The **core hypothesis** or research question
- Recommended **output format** (e.g., peer-reviewed journal, whitepaper, abstract, blog post)
- The **"headline" takeaways** we'd ideally be able to claim - including an overall headline, plus 3-5 supporting statements w/ relevant data points
 - Given you do not have the data yet, please just indicate what metrics you would reference w/ a placeholder for the output (i.e. X% reduction in A1C)
- What **data** would be needed and high level analysis plan
- The **"why" - i.e. strategic value** of this research topic to support our commercial goals
- Approximate timeline / sequencing for research & publication

1c. Team Structure & Resourcing

Propose:

- High-level **OKRs** for the clinical research function in year 1
- An initial **team structure** and **hiring plan**
- Any **external collaborators, advisors, or academic partnerships** you would want to explore

Part 2: Supporting Nourish's commercial value proposition

Nourish has engaged a large national payer about exploring a national contract. Nourish has a few local market contracts today, but is proposing a national contract with premium rates to serve members across the country. The payer's medical economics team is skeptical of the effectiveness of MNT and has asked us to justify why they should invest further. You've been tasked with developing proof points to support Nourish's goals with the payer, and have been provided with a messy dataset (covering A1C, weight, appointment count, medication usage, etc.)

Using the attached dataset, please create a short written deliverable that covers the following:

2a. Identifies a Hypothesis and Analytical Approach

- What research question(s) would you prioritize to convince this payer?
- How would you analyze the dataset to answer them?

2b. Summarize Key Findings

- Show at least 1–2 tables or visuals that support your case.
- Acknowledge limitations - briefly note the weaknesses in the data and how you'd strengthen the case over time.

2c. Builds the Narrative

- Write a **250–500 word payer-facing summary** that defends Nourish's value and justifies future investment.

