

Practice case interview – Home Nurses for New Families

The case interview, done as a core part of the recruiting process, serves two purposes:

- It provides an example to you, the interviewee, of the types of problems that we help our clients tackle
- It allows us to learn, in real-time, how you approach problem-solving

Case interviews, at their best, are an in-depth exercise that provides a platform for you to demonstrate your analytical approach, problem-solving creativity, and passion for social change. The case interview will be a conversation between you and the interviewer. It tends to consist of several structured questions that allow for a multi-faceted exploration of the different parts of a case experience. Throughout the case interview, you should feel free to ask questions, both for clarification and for more data or information.

This practice case provides one example of the case interview and what it looks like. It is a case interview pulled from our own experiences in casework, set firmly in the nonprofit context. While pulled from our casework, this case has been fictionalized; the numbers are for illustration purposes only. It is intended to serve as a resource for candidates and should be augmented by practice cases from other sources (e.g., for-profit consulting firms, business schools, etc.). There are many ways to approach the problems we work on. Sample answers provided below show *one* way that this case could be done; however, there is no single correct answer.

Section 1: SETTING THE CONTEXT

Overview

- Your next project will be partnering with a new client that recently engaged Bridgespan on a strategic planning project focused on growing the organization's impact
- The client is Home Nurses for New Families (HNNF), a nurse home visitation program based in St. Louis, MO.
- HNNF sends specially trained registered nurses to work with at-risk, first-time mothers, meeting with them, in their homes, from pregnancy through the first six months post-birth to provide a number of services including health-assessment, counseling, pre- and post-natal care and parenting skills
- HNNF has successfully served ~5,000 mothers and their children across the United States. Recent evaluation results demonstrate extremely successful outcomes for families served by HNNF, with better academic achievement and reduced rates of child abuse and youth involvement in the juvenile justice system
- Given these results, HNNF is eager to expand the program
- The client has asked us to help them plan for growth. As part of the team, your manager has asked you to do two things:
 - Outline what HNNF should consider and evaluate as they plan for growth
 - Determine the cost of growth to a potential replication state

Question

- What critical issues does the client face?

Section 2: FRAMING THE APPROACH

Question

- What are the different elements HNNF should consider as they think about the challenges and opportunities of growing to serve many more first-time mothers in the US?

Section 3: PRIORITIZING A KEY ISSUE

Question

- HNNF is particularly interested in determining where they should grow. They have found the state context to be extremely important as a unit of growth. Given this, they need to determine which states make the most sense for expansion. How would you help them think through how to prioritize states?

Section 4: ANALYZING THE DATA

Question

- In advance of detailed analysis, let's develop a rough estimate of the cost of fully serving a state's low-income, first-time mothers. Assume that CA was highly ranked in the prioritization. Assuming they serve all first-time, low-income mothers in CA, what is your back-of-the-envelope estimate today for the estimated cost per mother served?

Potential follow-up question #1

- Given your estimated cost / mother (as well as total cost), what implications arise for the client as it thinks about growth?

Potential follow-up question #2

- Where would you look for real data on the number of first-time, low-income mothers in CA?

Section 5: DETERMINING THE IMPLICATIONS

Question

- That's a great estimate for CA. Let's assume that you ran the numbers for another state, Oregon, and found that it would cost \$5K / mother and could serve 5K mothers. With this data and your previous thinking, what are the opportunities and challenges of going to CA vs. going to OR and what would your recommendation be?

Section 6: SUMMARIZING THE RECOMMENDATIONS

Question

- Your manager pops in to check on your work, what is the one-minute summary you could give to describe your work, the “answers” and any recommendations you would have for HNNF?

END OF CASE