Michael Roberts (00:09):

Welcome to the Health Connective Show. I'm your host Michael Roberts, and I've got Justin Bantuelle, the company COO, and Katie Fullmer , a senior designer and front end developer here at Health Connective, with me on the show today.

Today we're gonna be talking about streamlining the customer experience when we're developing applications for physicians, and why we feel it's important to do so. This is an audience that sometimes gets overlooked, and when it comes to like providing a smooth enough experience, and that's something that we really care a lot about.

So Katie and Justin are able to speak to this from different sides with, with Katie coming at it from a lot of experience on the front end and influencing what the look and feel is like for the customer, while Justin can speak to the backend component and the tech we're using to accomplish what the customer needs.

Justin, Katie, we're finally here. We, we did it. We, we had to push things off a bit because we were in the middle of doing all the things I just talked about. We have like major projects that we were trying to deliver on. We've made it, we're here, we're all talking together. Thank you for being here. It's a pleasure to have you both on. So

Justin Bantuelle (01:12):

Happy to be here.

Michael Roberts (01:13):

All right, so let's, let's dig into some of these questions. 'Cause this was, this was actually a conversation that we had with somebody. And one of the things that is interesting when you're trying to figure out like, what do you need to talk about and what's important to talk about as a company, is when you hear somebody say something that you really disagree with. Well, why do we disagree and why do we feel so strongly about that, you know, that, that something needs to be different.

So something that we heard recently is that doctors don't need these polished interfaces. You know, if you're trying to put together something for, you know, end consumers, the patient themselves, that's where you really gotta focus on making sure that everything's smooth. Everything's easy for everybody, everybody can interact. But, you know, for doctors don't need that. And, and there is, right, like a degree of doctors can understand more sophisticated information than, than me <laugh>, right? Than the average person when it comes to different types of medical conditions. But there's still a smooth experience that we, that we wanna provide.

So all of that being said, why does it matter? What, what's the real driver there? Like what do we see as a real benefit to physicians when we really like polish these interfaces?

Justin Bantuelle (02:20):

Yeah, I, I think speaking to that a bit, you often hear lines like, “doctors are scientists at its core,” and this is true, but they're immensely busy. And I think there's kind of a misapplication of that. When you say they're scientists, that doesn't mean they have all the time in the world to figure out a bad interface or wade through all of this information. You have to make things worth their time. You have to respect their time, especially if they end up being kind of your critical customer or consumer for a lot of this stuff. So I think this is a big miss where they, you maybe assume they need your product so bad that you can get away with it on that side. And yeah, customer adoption for devices is, or patient adoption for devices is really important, but equally, if the physician can't provide care to that patient because there's such a challenging experience on their side, they're not gonna tell their patients to use this thing.

Justin Bantuelle (03:21):

Yeah, I, I, I guess I see this a lot where the physician bounces off because it's too difficult to use, it's too time intensive to use. They have a particular thing they're looking for and you can't get them to it quickly enough or you're not providing enough value around it. And that can be on the interface side, that can be on the data side. There's so many different elements of this that I think are pretty important to weigh in on just because they're used to seeing pretty bad interfaces, especially working within hospital systems. Like I don't think anyone enjoys working with an EMR <laugh>, but just because that interface is bad doesn't mean that they're gonna wanna settle for that with your particular product. So yeah, I think there's a major missed opportunity with that. I don't know if you had anything to add. 'Cause Katie, you've been developing a lot to that recently.

Katie Fullmer (04:12):

Yeah, I mean, honestly, I think just like from a larger scale, the overall design aesthetic on a website or an application just has such a major impact on whether a user's experience is a positive one. The best websites and applications out there invest heavily in UX and UI design. So polished interface can create, you know, a positive impression on a product. It can build customer loyalty and trust as well. So just like the usability and responsiveness is so important when it comes to like, you know, their time is valuable, like you said, respecting their time.

There's so many things that go into offering from a UI perspective, like focusing on like the presentation alone, paying attention to the visual styles of things and like maintaining a sense of design consistency for these people. Like that helps from one side of things. And then you have your UX design side of things where it's gonna focus on the functionality of the product and like making sure that the responsiveness of the interface in relation to like the user's needs is you know, lag free. It's gonna be convenient, it's gonna be an enjoyable experience. So there's things that you're not focusing on your interface, it's just not gonna fall flat, whether it's a doctor, a patient, or just a general consumer on any product. So I feel like it's, it's not really fair to leave out the doctors in this scenario, you know, just, just because.

Michael Roberts (05:29):

For sure, for sure. So one dangerous thing that I did was I read one book about user interface and so now I'm an expert, Katie, it's totally cool. I got it all figured out, so you'll be proud of me now. So, but one of the, I think the thing that, that surprised me the most out of that book, of all the cool examples that they, they used and everything was them talking about how much people bring expectations from other experiences into anything new. And so you're not actually starting from like a blank screen. You're dealing with a whole lot of preset expectations, and you were already kind of alluding to that with like

brand experience and all of that kind of stuff. But I'd love to hear your thoughts on that just in terms of how you're, you're starting to approach different types of application design when it comes to that.

Katie Fullmer (06:17):

The, the big focus, like, I mean, there's just like two sides to that. So you have, you know, your user interface where you're really gonna focus on just like making sure that the design aesthetic is consistent across the, the product on top of that. Then considering how the experience is going to guide the user through it all as well. So a lot of times we'll do some just like testing user flows just to make sure that we can kind of consider all the different pathways that they're gonna take, you know, just to like, cause the least amount of friction, you know, as they're going through the different steps, whether it's like filling out a form or entering patient data. And also, I mean, just even just optimizing things for like speed and accessibility and you know, making sure that it's accessible on every device that they're potentially gonna be viewing. So making sure we're taking like a mobile first approach is really important for us as well. Just like from a implementation standpoint, just making sure that we're making things as, like, pain-free and enjoyable as possible from a design perspective.

Justin Bantuelle (07:19):

And I think also something I think you were alluding to a little bit there, Michael, was that they're coming in with expectations. And I think some of that is because there are like emergent patterns, right? And you expect that certain things will be clickable, interactable, that they'll do a certain thing when you interface with it. And if you're getting somebody who's not tapped into that to build this, they're gonna build something that like maybe with a blank slate would feel very organic or usable. But then once somebody comes in and they assume it's gonna work like the last five applications that he used, and it doesn't because somebody was just kind of winging it, you can extraordinarily frustrate somebody with something that in a vacuum feels very well made.

Michael Roberts (08:05):

You know, it's, it's funny 'cause we've, Ashley and I have worked some on looking at different things like heat maps and, you know, you get some of those like click maps and you can actually see, “there's this really dense cluster like right over here, but there's nothing there” or you know, or “there's something there, but that's clearly not a clickable element.” Why do they expect, and that getting that sense of like, whether it was intentional or not, they thought they could do something, or they want to be able to do something there, even if they, you know, didn't necessarily expect it, but they want to be able to do something there in some, some kind of way. So we, we've used the word friction a couple of times which is the title of a book, another book that I read. So it's two books that I, I can claim to have read on this one episode.

Michael Roberts (08:47):

But there's a book called *Friction*. It's, it's by a guy named Robert Dooley. And the book has like a lot of really fascinating examples, a lot of really interesting things that he talks about, really goes into depth about like, “hey, people expect an Amazon experience in a lot of places,” like in a lot of different web interfaces. That's, that's what they're looking for. But there was one thing in particular that they were talking about was how friction when it comes to like how customers, how people interact with your different types of tools, your interfaces, your whatever, the, basically, the harder it is to do that and the more frustrating that experience is, the less likely they are to be a loyal customer. So I'm, I'm gonna read some quick stats and I promise to be quick on this, but “9% of customers who had low effort

experiences reported being disloyal while 96% of customers who had high effort experiences reported being disloyal."

Michael Roberts (09:44):

So the people that had an easy time, yeah, they, they stayed with, with the application, with the company, whatever. The people that had a really hard time definitely were, were much more likely to, to be disloyal. And I love how this sounds like it's like a relationship breaking down or something like that. Another set of stats talked about "94% of low effort customers repurchase and that 88% of low effort customers increase their spend." You know, there, there's just a lot of, especially when you start talking about like very large, you know, capital expense kind of purchases, if you can keep your physicians happy, like there's a lot of chance to have, have a major impact there. So let's talk about examples of poor dashboard experiences, poor interface experiences. How has that contributed to customer friction? You know, what kind of examples have we seen play out and sort of like where does that cause additional problems?

Justin Bantuelle (10:37):

Having seen the analytics and some of the customers we've worked with recently, your fall off and engagement is tremendous. I think for one of them, even an individual that was like a real KOL for them has bounced and is advocating for another company now. And there's all kinds of different reasons for that. Some of them are maybe valid, some of them are maybe personal challenges or, it's hard to speculate on all of that, but it happened, right? And so are they just in that 9% that won't express loyalty no matter what? I mean maybe. But we've seen from the analytics a massive drop off. Like they've tried to drive people to it and you see a little bit of engagement and then a fall off. And it was a known issue and they've invested very heavily in building something of value and really listening to their customer base.

Justin Bantuelle (11:32):

So we're seeing something come together that I think is going to solve that problem. And to a certain extent, you'll always see that. You're never gonna get it right the first time. You always have to iterate. But it took a long time to get there, and it took a lot of rework because they were initially slow to react to it and not as concerned about this side of things. So if you're a little more engaged upfront, if you're more iterative, I think you can prove yourself even if you don't get it all right. If you're constantly listening and iterating to help meet their needs and show them you're invested in them. So yeah, whether they're using your product or not, the systems around it, I think are what really cement the longevity of it, right? You make a capital purchase equipment, if we're talking about like a big med device, you're gonna hang onto that for a while just because you have to justify the expenditure of it, right?

Justin Bantuelle (12:25):

But how much you delight them when version two comes out, <laugh> versus somebody else coming and disrupting the market with a new product. I, I think there's a lot of truth to the fact that these things are the ancillary components, right? Like for a physician, they're concerned about the patient outcome. If you tell them that this device is going to massively improve the patient outcome, you're gonna have their interest. But if you make it so difficult that they don't feel like you're saving them time, they don't feel like you're actually necessarily actually improving the patient outcome, just 'cause it's harder to use. Like optimal use of something doesn't mean how it's always gonna get used. Not in terms of neglecting

patient care misutilizing something, but if you could only book so many patients, for example, because this thing has added like three hours of effort to your day every day, like, and you're seeing less patients, you know that the quality of care you were giving them prior was still pretty solid <laugh>.

Justin Bantuelle (13:19):

So maybe you start walking back from this thing, right? You were all tremendously busy and if somebody says, I'm gonna solve your problems, I'm gonna make your life easier, I'm gonna save time for you. I think all of us are on board with that. If you're making a purchase, it's 'cause somebody has something that you don't feel you can or have the time to do yourself. And if they persistently or consistently make your life easier with it, why would I shop around? Why would I hunt for something else? I am busy. Like I don't have all day to look for alternatives for everything. Like I'm not gonna hunt around until you start creating problems for me <laugh>. So I think having a vested interest in solving somebody's problems and continuing to listen to them, yeah, that loyalty, like it pays dividends. I see that a lot with some of our immediate customers and also I think it's not just about losing customers, but about who you can gain as well, right? Because a lot of what they're looking for is how much do you hear my needs? Save me time, make my life easier. So if that's a story that you have to tell as a result of what you've got, then I think that's gonna cement the sale as well and expand your customer base.

Michael Roberts (14:26):

So let's talk about actually streamlining that experience. You know, I think that we've touched on this some in terms of like how we can alleviate that friction, but I'll spin the question a little bit like this because this is a, a call that Justin, you and I have sat in on a time or two. There's so much information. There's the aspect of like, hey, let's just make the interface prettier, right? And I'm drastically oversimplifying all that you do, Katie, so please don't, please don't take offense, but you know, hey, we can make it look better, but you can make it look better and still not solve the problem, right? Like, you can have something that doesn't actually get what you're, what you're trying to do. So when you have to figure out how do you move from this negative experience to a more positive experience, trying to find that right amount of data, the right, 'cause we, we've talked a little bit about iterating already, but you know, what information is actually gonna live on that screen? You know, I'd definitely be interested in hearing what the two of you think about sort of how that iterative process plays out on a day-to-day basis.

Michael Roberts (15:19):

Like yes, we need to iterate. Okay, so what are some of the stories that we have around that? What, what are the, the positive things and the negative things that we've seen around?

Justin Bantuelle (15:26):

What comes to mind is some of these dashboard reimaginings that I know you've taken the lead on recently and something that comes up a lot, I guess is sort of a, a stickiness <laugh> or like give them a reason to come back, right? And I know that you've had a lot of that as top of mind, so as you talk about it, that was just something that sounded very aligned. But I know you've done a remarkable job with ideating for them.

Katie Fullmer (15:52):

Well, I think that honestly the big win for the, you know, dashboards that we've been working on recently has been seeing, I guess just the information that's also being presented on these dashboards

and how that's evolved. We're serving them data now that they didn't have previously that may show trends for cases and you know, kind of give them a little bit more insight, their cases, but also for other facilities and you know, maybe other facilities across the nation. And trying to find a way to visually represent that information where it's engaging and digestible for people who, you know, maybe don't have a ton of time to look through reams of data. It's kind of being able to present it some way that's visually appealing and engaging for them as well. And again, it's, it's also about like the speed of things. So like previously we've presented this data and you might just get a progress wheel for a while and we're really focused right now on getting that, the responsiveness of the site, making it things just kind of populate quicker, making sure that they're getting the information that's actually gonna be useful for them, kind of make these decisions for procedures and stuff like that.

Katie Fullmer (16:56):

But honestly, the accessibility of things I think has been a big point of contention as well is just like making sure that they have access to the data that is the most useful to them. And we're starting to present that more and more in a, you know, more cohesive view on a dashboard where they don't have to dig for this information anymore. You know, they're able to easily see it within charts and graphs and presenting things, I guess, if anything, just in a simpler manner. But also, you know, in a more engaging way.

Justin Bantuelle (17:24):

I think providing more contextual insight with the data as opposed to just, here's some raw numbers in a bar graph, good luck, right? Interpreting it, but

Katie Fullmer (17:33):

Providing those like tool tips as well. Just like giving them that, you know, guidance as well as to like, what does average procedure duration mean? And just trying to like give them some insight into like where these numbers come from and I think it's, it's something that we've, you know, worked with the team to really develop and kind of take user's feedback as well to see how, what might resonate more with them.

Michael Roberts (17:53):

I'm curious, again, going back to the call that, you know, some of the calls that we've sat in on Justin, there's, there's a fine line between incorporating customer feedback and then chasing every idea that comes up and suddenly you're developing an entirely new product and suddenly we're tracing, you know, whole new problems. And it, it's very easy for, I think for marketers for our discipline says like, let's just get as much data as we possibly can, get as much feedback as we can. And then all of that's gonna be helpful in some way. And some of it is, and some of it actually isn't. Some of it's like it's, it's good information, but it's just the wrong time. It's the wrong product, it's the wrong, you know, wrong for whatever reason. How do we handle that? How do we balance that incorporating and leaving out when it comes to these kinds of projects?

Justin Bantuelle (18:35):

Capturing the data is critical. If you find a few months, a year down the line that this piece of information is really critical to contextualize some kind of insight and you aren't capturing it, you're in trouble. Just because you're capturing something though doesn't mean you need to surface it. I think these dashboards, these interfaces we build are a way of interpreting a lot of this underlying

information. And that's where you need to kind of filter out what may not be useful or maybe not show the raw numbers for something and leave it up to them to interpret, but to give them enough context to ref cross-reference it against other pieces of information. So like Katie was mentioning, a lot of these are trend graphs, right? Because you wanna understand these trends in the context of what it means for your procedure times or if you can cross reference like a complexity against a time for a case or if you can categorize and filter by a particular kind of diagnostic, then there's all sorts of ways to frame this where you can make meaningful insights.

Justin Bantuelle (19:42):

Like for a given case, you kind of know what happened, take your notes afterwards, like it's all captured, the patient information's there. But looking at broader context for procedures, especially these medical devices that prove the value of them, that allow you to learn what is and isn't working as well. I know a lot of these devices have very complex instrumentation and often there's several different ways to go about it. So being able to see based on this kind of instrument, these are the outcomes and this instrument, these are the outcomes and looking at the past to inform what you do in the future, right? I think a lot of this, a lot of things I've seen build dashboards that just show surface level data because it's there, it's easy, it's available, but if it's that easy, it's probably not interesting either, right? Like somebody has to do the work to interpret this information, to allow these future insights and that's a much taller order.

Justin Bantuelle (20:43):

That's one where you really do need to engage with a large number of people. 'Cause the other risk with that is one person says, “oh, it'd be amazing if I could see A, B and C.” And then you talk to 10 other people and they all go, “no, I don't want that.” Then developing to just one person's need is maybe off base. But understanding, understanding the underlying problem space and where what you have meets their needs, anticipates their needs, makes their lives easier, makes them more committed back to you, right? It goes back to that loyalty thing where you want to generate, you wanna prove that you're loyal to them in order to engender that loyalty back, right? And that's through listening and developing these things. There's never gonna be a one size fits all answer. Each one of these devices is wildly complicated and produces reams of data. Different hospitals are gonna be different, right? If you're in an ASC, they may be looking for different kinds of insights. They, you have to talk to all of your different types of customers, and you need to cut that across a lot of different demographics to really understand if it's somebody you're selling to, like what do you need to build to address those problems?

Michael Roberts (21:51):

For sure. So let me throw a kind of geeky question at you when this is, I'm gonna date myself, you for audio listeners. They won't be able to see the gray in my hair, but you know, it's definitely, it's, it's not blonde. I, I tried to pass it off as blonde for a little bit and like it's definitely not. So when, when I was first getting into like actual smartphones and like really getting the chance to play around in that space, like I was very much an avid android user. I loved it because I could customize it in a thousand different ways. I could play with all the different bells and whistles and I could tweak different things and all this kind of stuff. And I was kind of annoying about it, I'm not gonna lie. Like I was like, “well my phone does this and this and this.”

Michael Roberts (22:28):

Like I was that kind of phone user, and eventually I got tired of having to deal with it all and eventually switched over to an Apple because they just figured that stuff out for me and I didn't have to think about it so much. But, you know, do we run into those sort of power users ever that are like, “I really do wish though that I could have access to all the things” and be able to tweak it and drag and drop everything. Is that, is that something that we hear and deal with in this kind of space?

Justin Bantuelle (22:53):

It's uncommon. That level of engagement, that level of visibility into the data would just require an immense amount of time to sift through, to derive your own insights from, and it's just not these people's day job to do that. <Laugh> Physicians are notoriously overworked already. Yeah. I I just don't think realistically they have the time typically. So at least in the medtech space, I don't hear a lot of demand for that. I think that if that was something somebody was asking for, those types of things can be handled on a one-off basis. It's more about how much you want to invest in building such a complex application and interface to meet a niche need. And I've worked with systems like this before where the ask was like, we have all this data and we really need to get these different spreadsheet exports and we want to be able to filter by any data point on any of these columns across all these different tables.

Justin Bantuelle (23:56):

So we want people to be able to build their own filtering off of this. And those interfaces are always very pudgy. They're difficult to implement, they're expensive to implement, they're difficult to use. And if you look at the data on what people were actually doing, there were like six presets. 'Cause you were able to save a custom filter that the majority of people used. So if you had just built those six data exports upfront, you probably would've spent a fraction of the time and removed a tremendous amount of frustration. Having to, like the cognitive load of like learning and sifting through like dozens and dozens of fields to understand which ones produce <laugh> the output you want is staggering. So I, I think in the past we built some things that I don't think were a good value. It was the customer insisted and we meet them where they are with a lot of these things, but you can often miss the forest of the trees with that stuff.

Katie Fullmer (24:49):

I think that honestly like the, like kind of reinforcing the UX design side of things as well. Like you're facilitating a user and like to accomplish specific actions. So we're taking all of this data and figuring out like what's the most important things that we should--I mean, we're still gonna give them those avenues to filter. So like we're gonna implement filters that we think are definitely, you know, they're gonna be the most useful for them. So they are gonna have the means to really kind of like drill down into specific things still. So it's not like we're just like, “here's everything and there's no way for you to be more specific.” So we do make sure to incorporate that, but we're also, like I said, facilitating that pathway. That way we can make sure that they're gonna get the best experience and then it's not super slow because it's just trying to like dump a ton of data on them at once.

Katie Fullmer (25:33):

So just, it is something we strongly consider, especially when we're loading tables that just have pages and pages of content on them, allowing them to filter by even just like specific columns I think has been a big win for us. You know, this dashboard that we've been working on, just to allow them to kind of get even more specific than like, “let's apply this everywhere,” you know? But carrying those filters over from like page to page is a useful thing that we do currently, where if you selected a filter on your

dashboard, you know, whether it be like a date range, you're gonna see that filter still applied if you, you know, navigate them to say a procedure listing. That way, like it in intelligently is gonna keep your experience. It knows like, okay, you know, that they wanna look for these dates, let's keep that filter unless they wanna clear it obviously. But giving them the control and the consistency there I think is most important part and we're definitely trying to keep that, take that into consideration,.

Justin Bantuelle (26:24):

Making sure that it operates the way they expect. You don't wanna, surprising your user is not typically a good paradigm with these kinds of applications. Just to be clear, I was referring to some applications from like 10 years ago now. What it was I was thinking of with the really messy reporting stuff.

Michael Roberts (26:44):

The funny thing that about all of this is that, we're very much talking about med tech space and all that kind of stuff, but there's so many parallels between this conversation and all of the pain that everybody went through with Google Analytics. And there's somebody that I, I wanna bring on the show in the future to kind of talk through like how if, medtech companies are using Google Analytics anyway, but oh, like the, the anguish of marketers all over because all of these kind of like simpler ways of accessing data were like, Google was like, “Look what else we can give you? Here's everything.” And <laugh>, it just, marketers were like, “I have no way of approaching this.” Along those same lines, like we're, we've talked a few different times about like responsiveness, about getting people to what they want quickly. We've started work on different systems.

Michael Roberts (27:24):

We've come into scenarios where that was not the case, right? Like it was like not a few seconds, or not like 30 seconds, but we're talking about minutes and minutes to get things to, to load. And so, there is this sort of like, yes, there's, there's front end things that we can do, but there's also like a ton of backend things. Just kind of quickly would love to just kind of touch on that just in terms of like, what do you do in that kind of scenario? Like, are you just doomed and you just have to accept the fate that

Justin Bantuelle (27:49)

no, not at all,

Michael Roberts (27:50)

Set your filters and go get a cup of coffee because it's gonna be a while, or what, what can people do in that space?

Justin Bantuelle (27:55):

I mean you just, I guess the glib answer is that if Google can give you search results across the entirety of the internet as fast as they do, your problem is nowhere near as complex or goes anywhere near as deep with its data. Realistically, they've spent billions of dollars and years upon years upon years refining that and engineering their own tech stacks for it. But virtually every use case I've ever engaged with, there's been plenty of opportunity to optimize. You're talking about performance, and there's very, very robust performance tools out there to profile what's going on throughout the entire stack. So performance can be your database queries on the backend, it's just taking forever to grab the information. It could be that the way, maybe that's really fast, you grabbed all your information, but

then it takes forever to render it. Server side, maybe the problem is your front end implementation and your server responses were very quick, but then you wrote some really bad JavaScript to load in some of this content, or you're sourcing from way too many locations for a ton of different files, and you didn't implement defer correctly. So it's bottlenecking until this two-gig image finishes downloading before you get anything rendering on the front end, I

Katie Fullmer (29:14):

I would never do, lemme just say that <laugh>, <laugh>, I optimize all of our assets <laugh>,

Justin Bantuelle (29:20):

But the problem can be at a whole bunch of different layers. So step one is just understanding how to profile it. Like you need that information, and there's plenty of great tools that do that. And then you just start working down the list from your biggest problem to your smallest problem. And you can always do more optimization, but at some point the return on investment isn't there. So you have to figure out what's tolerable for your user base. And that's gonna be different depending on what they are, what they're trying to do. Amazon has their white papers on how much money it costs them for every like half a second of like 10th of a second of page load or whatever, right? Like that it takes longer. They can quantify that, which is wild. It's very unlikely that for medtech applications you have that level of impatience <laugh>, but that's not carte blanche to frustrate them with three minute page loads. I can go into detail on any particular layer of the stack and how you optimize for it, but it's very achievable. The, the tools are there, the capabilities, the resources to learn about it. If you're out of your depth on something, on a particular one, you can learn how to do it or there's people who do it professionally, but it's absolutely achievable. It's not something you have to settle for.

Michael Roberts (30:32):

So no two gigabyte images, like I'm, I'm making notes here. I'm, I'm good to go. Just the pain and, and you know, we're talking very specifically about like a lot of like dashboards, interfaces of this kind of stuff. But, you know, we could also be talking about the same conversation could apply to ordering experiences. It could apply to a lot of different types of projects. I mean, this is the same type of thinking that we want to bring in to, to all of these different projects. So I mean

Justin Bantuelle (30:55):

It's a, it's a layer of friction, right? Like you talked about friction before and load times are a point of friction. It's not just how frustrating is this to use, but is it even allowing me to use it <laugh> in the first place, right? It's just another friction point. Yeah, and like you said, that's, that's applicable. Like if you frustrate somebody with your product, even if it's physical product, like anything that's difficult to use is gonna have less people using it, it’s not hard as a concept yet.

Michael Roberts (31:18):

Pretty much a law of nature there. So both of y'all, thank you so much. This is, this is exciting to get to hear this, this kind of stuff from more than one viewpoint. You know, we've gone through this whole concept about yes, polished interfaces do matter, talked about friction a lot, it’s a great book if you want to go check it out, *Friction* by Robert Dooley. And then looking at creating that consistency, creating that kind of responsiveness that, that's needed all the way through. So, you know, thank you to everybody. Thank you for listeners for joining us today for this episode. For more on The Health Connective Show,

you can always visit hc.show for previous episodes and Health Connective as a company. Justin, Katie, thank you so much.

Katie Fullmer (31:53)

Thanks for having us.