

# HSE Digital Roadmap

**Transforming the online user experience for health**

Prepared by HSE Communications Division  
for the Enabling Services Programme Board



Building a  
Better Health  
Service

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á Forbairt

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# Context

Digital transformation is underway across the health service with significant investment in vital infrastructure projects such as the Individual Health Identifier and Electronic Health Record.

This strategic roadmap is an important part of this transformation, focusing on the public facing elements of the HSE's digital fabric to ensure that everything we do online meets users' needs and supports them to understand and navigate the health service and to manage and improve their health and wellbeing.

The successful implementation of this roadmap will depend on collaboration and consultation across the health service with clinicians, Hospital Groups, CHOs and National Divisions. We must continue to work closely with the OoCIO towards a shared vision of digital health in Ireland. Most importantly, we must work with and for patients, service users and the general public to understand and ensure that we are meeting their digital health needs.

The HSE's current digital footprint consists of multiple websites, microsites, transactional portals and social media channels. It reflects our organisational structure, not our users' needs. It is fragmented and varies in quality from asset-to-asset.

Users trying to navigate the health service, or manage their own health and wellbeing, are frustrated by not being able to find what they are looking for and not being able to complete their desired task easily and quickly online.

We need to listen and understand our users' needs in order to re-orient how we engage with them online so that we meet their needs and expectations. This step-change is crucial to the health service's digital transformation. Without an accessible user-focused 'front door' to our digital health ecosystem, along with clear and consistent signposting, digital health service transformation will fail.

In order to start this transformation, we have assessed and mapped our current digital assets, consulted with users and key stakeholders and developed a strategic roadmap to deliver a vastly improved online health service experience.

The objectives of this strategy are to:

- Map and evaluate the current digital footprint across the health service including websites, portals, social channels and microsites.
- Identify our users and their needs and define core personas and user journeys that will inform future development.

- Identify key service needs and opportunities for collaboration across the health service.
- Identify best practice principles, guidelines and protocols to ensure the quality of future development, including SEO, accessibility, user experience and information governance.
- Create a strategic roadmap for the development of a high-quality, accessible digital health information ecosystem that will enable the HSE to support the public to make informed decisions in relation to their own health and to navigate the health services.
- Consider the governance arrangements required for the successful delivery of the roadmap.
- Develop KPIs to enable us to measure our performance in implementing the roadmap.

# HSE Digital Values, Vision and Mission

- **Our Values** - Care, compassion, trust and learning.
- **Our Vision** - A Digital Experience Network for Health that fulfils care and trust online.
- **Our Mission** - To help our users navigate and engage with Ireland's health services online and manage and improve their health and wellbeing.

## Our Guiding Principles

1. **Put users first** – we will learn what our users need and deliver experiences that meet their needs. We are a part of our users' healthcare journey.
2. **Be personal and relevant** – every engagement should be personal and relevant to the user and their context. Seize opportunities to cross-promote relevant content.
3. **Publish with care** – everything we publish must be created, governed and maintained to be accurate, consistent, and of the highest possible quality.
4. **Consider the ecosystem** - every element of the ecosystem affects the entire ecosystem.
5. **Be accessible to all** – we will strive to create an ecosystem that is understood and used to the greatest extent possible by all people regardless of their age, ability or disability.
6. **Reuse and improve** – We will focus on continuous iterative improvement benefiting the whole footprint rather than building new stand-alone products.
7. **Be data driven** – All decisions must be evidence based - backed up by data and user research.
8. **Address accessibility, privacy, security** – We take our responsibilities in relation to accessibility, privacy and security seriously. We will meet, and aspire to exceed, mandatory standards.
9. **Be collaborative** – We will work across health to ensure business needs are met, and identify opportunities to collaborate - with other teams and divisions - for the good of our users.
10. **Design for scale** – we will build an infrastructure that can accommodate requirements across the health service
11. **Build for sustainability** – we will Introduce a common lexicon, taxonomy and structured content model to ensure we can leverage future technology and changing user behaviour.

# Approach

## Phase One – Audit and Consultation

**Timing: April – August 2017**

- Review current digital footprint and user activity to develop a roadmap with recommendations and opportunities for areas of particular focus.
- Audit existing user analytics and use this data to set benchmarks and KPIs and to identify strategic priorities and opportunities for improvement.
- Conduct an accessibility audit of HSE digital assets to develop an accessibility compliance report and recommendations.
- Conduct a Search Engine Optimisation (SEO) audit to develop an SEO report and recommendations.
- Deploy a range of user feedback tools to gather feedback from current users to inform future developments.
- Conduct focus groups with our users and key stakeholders to understand their needs and priorities when it comes to accessing HSE information and services online.
- Create a comparative analysis report, identifying examples of international best practice that can deliver improvements for users of our digital services.

## Phase Two – Strategic Roadmap and Delivery

**Timing: September - October 2017**

- Strategic Roadmap based on Phase One findings and research.
- Digital vision, mission and principles in place to support roadmap implementation.
- Develop a programme for implementation of the roadmap with key projects identified along with programme milestones and deliverables.
- Establish a governance structure that supports the delivery of the roadmap.
- Agree Key Performance Indicators.

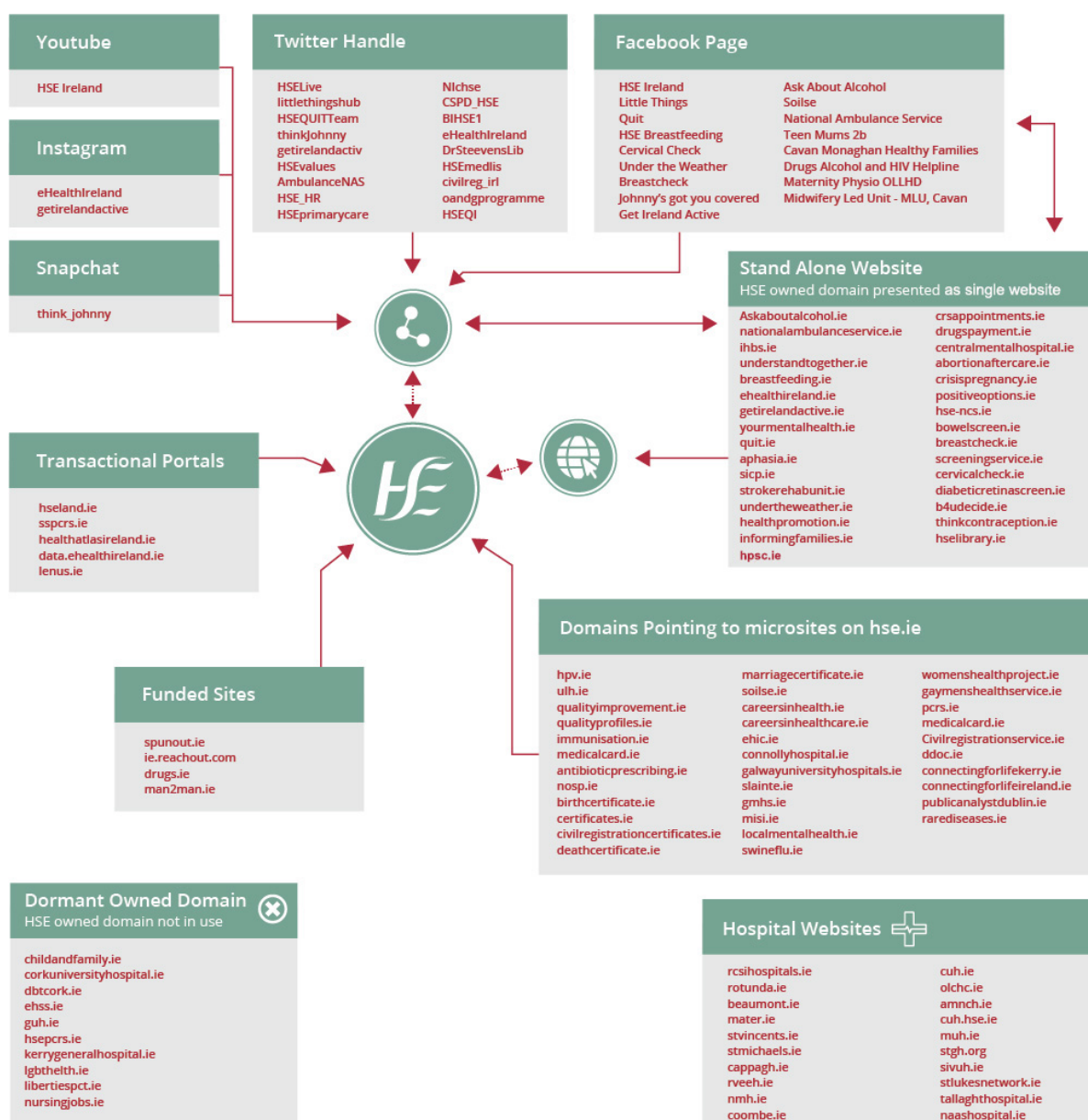
# Digital Audits

Four key audits were carried out to inform the development of this roadmap.

1. Digital Footprint Mapping
2. Content Audit
3. Accessibility Audit
4. Analytics and Search Engine Optimisation (SEO) Audit

## 1. Digital Footprint Mapping

To identify and map the current HSE digital footprint in terms of websites, microsites and social media channels.



The HSE's current digital footprint consists of:

- More than 30 standalone websites
- More than 30 microsites on HSE.ie
- 20 standalone Hospital/Hospital Group Websites
- 27 social media accounts across the health service
- 5+ transactional portals for users to access specific health service offerings online.

## Key findings

- The footprint is fragmented and difficult to navigate.
- Quality and compliance with standards and best practice are inconsistent due to the volume of assets.
- Over 50% of our web traffic comes from mobile, but not all elements within the footprint are mobile responsive.
- There is no consistency of user experience across the footprint.
- Many sites are out of date and with poor quality content and incorrect information.
- No universal search, Information Architecture (IA) or taxonomy.
- Our current sites mirror the organisational structure, not user needs, which makes it hard for users.

## Recommendations

- Focus on user needs rather than health service organisational structure.
- Provide a consistent UX - including IA and navigation - across the entire footprint.
- Improve our Quality Assurance (QA) and adherence to standards and best practice.



## 2. Content Audit

The content audit highlighted how HSE.ie along with our 30 other websites have developed into an “overgrown garden” in need of a consistent approach governed by robust editorial processes and content standards designed to meet user needs.

### Key findings

- Quality of content varies across the site.
- Very high number of broken links.
- Inconsistent user experience (UX) across sections and sites.

### Recommendations

- Develop and implement HSE content principles that puts user needs first.
- Develop and implement a content style guide.
- Develop a suite of content templates for improved accessibility and understanding.
- Rewrite core content to comply with agreed reading levels, applying a consistent voice, tone and style.
- Develop a content governance model and establish relationships with subject matter experts.
- Develop content and SEO strategies.
- Establish benchmarks and a framework for iterative content improvement.
- Deliver improved content guidelines and training to content publishers across the organisation.

### 3. Accessibility Audit

To evaluate our compliance with Irish and EU required accessibility standards.

#### Key findings

- Compliance was satisfactory; however significant work is required to achieve the new EU standards that come into effect in 2018.
- HSE.ie is largely AA compliant.
- Compliance across other sites varies.
- Misuse of tables and other HTML elements across sites.

#### Recommendations

- Consistent pattern library to ensure compliance.
- Agreed standards for reading age.
- Restrict publishers' ability to make mistakes by implementing a structured content approach.

### 4. Analytics and SEO Audit

To evaluate the performance of our main website and make recommendations for improvements.

#### HSE.ie 2016 Stats

**10,450,999** sessions

**29,504,846** pageviews

**54%** visitors on mobile

##### Site Content

**29,158** pages

**18,744** pdfs

**6%** of content (1750 pages)

**80%** of the traffic

##### Top Searches

- HSE Jobs
- Medical Cards
- EHIC
- Shingles
- Chicken pox
- Scarlet fever
- Glandular fever
- Vomiting bug
- Dentist
- Fair deal scheme

##### Most visited

- Medical Cards
- Jobs
- EHIC
- Health A-Z



## HSEnet 2016 Stats\*

**3.8 million** sessions

**7.5 million** pageviews

### Site Content

**25,117** pages

**6,905** pdfs

\*Estimated, analytics only available for Q4 2016

### Most visited

- Hospital Staff Hub
- HR
- Communications
- Finance



## Key findings

- Inconsistent use of meta-data across the site.
- Poor quality and inconsistent content structure and information architecture resulting in extremely poor SEO.

## Recommendations

- Improve quality of content to increase search engine performance and become the trusted source for health online, “position zero”.
- Reduce the volume of content.
- Establish user task success focused KPIs.
- Maximise organic traffic through owned and earned media publishing.
- Introduce structured content to support shareability and findability and future proof digital assets.

# User Feedback

As part of our discovery process we also engaged directly with stakeholders, including users of our online services, to find out more about what challenges they currently experience and what their needs are.

## We conducted;

1. Online user survey
2. Focus Groups with public and staff
3. Stakeholder consultation

## 1. Online User Survey

We asked 2,154 HSE.ie site users to help us understand what problems they encounter and how they feel about what we are currently providing online.

64% of people were satisfied with their experience. The number of people that would recommend the site is balanced out by the number of people who would not, which is reflected in a Net Promoter Score of -1.

This means that there were over 3.5 million occasions in 2016 when we did not provide a good online experience for our users.

Ease of use and clarity of information varies from section to section; the Health A-Z performs well with 84% saying they find the information 'clear' or 'very clear' and 80% of users finding this section 'easy' or 'very easy' to use. The jobs section performs poorly with only 54% of users finding it 'easy' or 'very easy' to use.

The common issues reported by our users include:

- poor quality of information
- out-of-date information
- broken links
- confusing navigation and difficulty finding answers to specific questions

# UNUSABLE

TRUSTWORTHY BORING  
CLEAR COMPLEX INTERESTING UNATTRACTIVE  
INNACCURATE ATTRACTIVE

“

Why can I not delete the star? I want to rate it no stars. I searched for cervical smear tests and it came up with no results.

”

“

I've had a close encounter with your Chat Line today, for the first time. I must say I'm very impressed with the speed and quality of response in terms of both content and customer responsiveness. You're doing a good job.

”

“

So bored by the navigation. None of the links mean anything to me. Can't find what I need and have no idea where to go to get the information.

”

## Recommendations

- Significant work is needed to improve the user experience.
- New taxonomy and information architecture needs to be designed.
- Structured content should be implemented where possible to ensure consistency and quality .
- Internal search including job search and health service finder need significant improvement.
- The burden of navigating multiple sites should be removed from the user.
- The positive elements of the one-to-one customer experience with health service staff should be replicated online.
- Segment information about how the Health Services work, are governed and structured from consumer information.

## 2. Focus Groups

We spoke to 24 people across the three groups.

- Group 1, male female split, 25-35 y/o, C1, C2, D, E socio-economic profile
- Group 2, male female split, 35-45 y/o, B, C1, C2 socio-economic profile
- Group 3, male female split, 45-65 y/o, C1, C2, D, E socio-economic profile

Some participants were either suffering from an illness themselves or were caring for family members or friends with illnesses. They had considerable experience of interacting with the health services.

### Key findings

- Users trust sources such as WebMD and NHS.uk for health information over HSE.ie.
- Whilst users recalled sites such as quit.ie and breastcheck.ie they did not identify them as being provided by HSE.
- Users want in-depth information for issues relating to their health.
- Older users and younger users were very happy for the Health Service to personalise information based on data. The 35-45 age group were not supportive of personalisation based on any data held by the health service.

### Recommendations

- HSE should explore personalisation of information; it needs to be optional, transparent and relevant.
- HSE should ensure ownership of all online information is clear to build trust with our users.
- We must empathise with our users' situations and help them to find information and complete tasks with confidence and ease.
- We must reduce friction for our users and offer simple, consistent and accessible experiences online.

### 3. Stakeholder Consultation

It is vital that the digital roadmap meets the needs of the Health Service and supports the delivery of care and services, now and into the future, in a user centric-way. Beyond patients, service users and the general public we must also consider the needs of the following user groups.

- Health Service Staff
- Health Service Providers
- Education and community
- Funded agencies
- Media
- Contractors and suppliers
- Potential employees
- Government

We met with key stakeholders including ten members of the Health Service Leadership team and 15 staff members from Hospital Groups, CHOs and a range of National Divisions during the research phase of this strategy to discover current activity and future plans and requirements.

#### Stakeholder Priorities:

Common trends emerged from our consultation with key stakeholders. Overall, there was agreement that we need to:

- Improve the quality and consistency of our content.
- Introduce robust content governance models.
- Increase central capacity of HSE Digital team to deliver excellent digital experiences.
- Prioritise our users' needs.
- Support for improved organisational reputation.
- Create a digital strategy and roadmap that can adapt to changing organisational needs.
- Protect our users from potentially harmful or incorrect information by becoming the definitive Irish source of health information.

## Internal staff focus groups Key Findings

- Online services need to compliment the overall service of the HSE.
- Staff need to be educated on the potential improvements made possible by digital technology.
- Digital training platform to improve quality.
- HSE needs a common language across digital.
- Digital GP search and referral system.
- Expectation for an online portal to book appointments and manage complaints.
- There needs to be a centralised online presence providing information and access to the Health Service for patients and service users.
- If HSE does not provide evidence based information other non-evidence based sources will gain traction which could result in negative health outcomes for patients.
- Local resourcing for management of content is a problem.

## Recommendations

- Adequate resourcing required to support the delivery of excellence online.
- Ensure accuracy and quality by implementing governance and editorial processes.
- Ensure necessary promotion and marketing of content.
- Rationalise footprint to make administration and quality assurance online easier.
- We must consult with our users in the development of new digital services.



# Competitor Analysis

We conducted a benchmarking exercise to identify best-in-class online services we can learn from.

**Specifically, we were interested in market leaders in:**

- Public services and service design
- Platform business solutions
- Healthcare and wellbeing innovations

**Specifically, we were interested in market leaders in:**

1. GOV.UK
2. E-Estonia
3. Nike+
4. Your Dost
5. European Commission
6. Welltok
7. Your.MD
8. NHS.uk
9. Man therapy
10. Norwegian Health Service

Five key themes emerged from our competitor analysis which helped to inform our strategy.

1. **Digital Service Design** – Design user centred digital products and services to enable users to self-serve to manage their health and their engagements with the health service.
2. **Focus on the task** – Focus single-mindedly on enabling users to complete their desired tasks.
3. **Efficiency through understanding** - We must understand our users to create personalised, targeted and data-driven experiences that respect users' time.
4. **Consistent excellence** – Design content and functionality that is accessible and understandable and present it within a consistent efficient framework. The user should only need to learn how to engage with us online once.
5. **Understanding as a part of healthcare** – Accessing health information is easy, but understanding and acting on it can be hard. We must support users to understand and use the information, tools and services that we are providing.

# The Solution – A Digital Experience Network for Health

By compiling and analysing all of our research, a solution emerged; we should move from designing health service websites towards an integrated approach to digital health service design delivered through a Digital Experience Network for Health, with our users at the centre, a ‘digital front door’ to the Health Service

**“Uncover user needs, and build the service that meets those needs... much of that will be pages on the web, but we’re not here to build websites.”**

Mike Bracken, Former Head of Government Digital Service (UK)

Every single citizen is a stakeholder in health and at some stage in their lives most will engage with the health service online for personal or professional reasons. By focusing on the care needs of patients, service users and the general public and the tasks that they want to complete, the vast range of public facing online information that is currently distributed across multiple websites will be restructured within a common framework focused on accessibility, quality and consistent user experience.

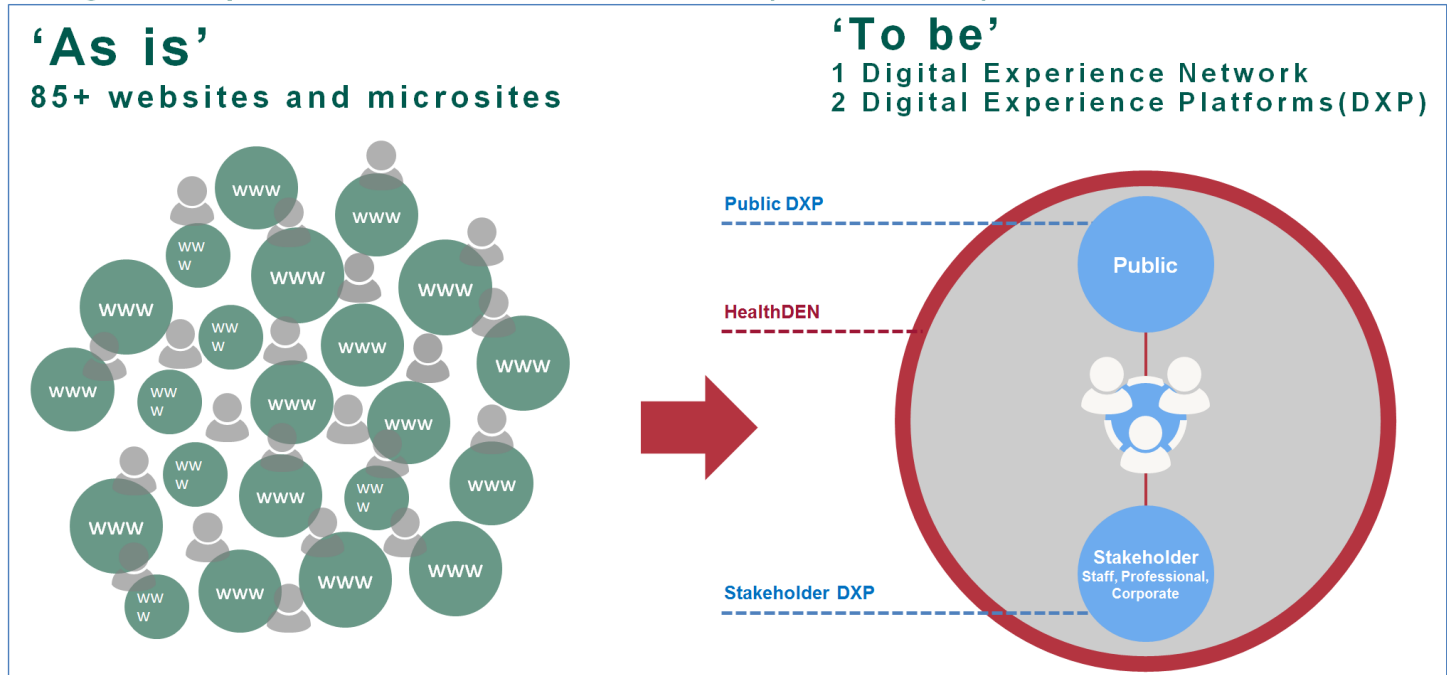
In order to develop an integrated framework that best meets the needs of our users and stakeholders, we will segment our Digital Experience Network for Health based on three core user groups.

1. Patients, service users and public
2. Health service staff
3. Corporate and professional users

This approach will provide three distinct ‘digital front doors’ to the health service that will be adaptable to future organisational change. We are not building new websites, we are creating digital supports and services that enable the delivery of care and reflect our core values of care, compassion, trust and learning online. The future Digital Experience Network for Health, through its multiple touchpoints, will enable the health service to wrap the right information, support and services around our users, enabling us to support the delivery of care and build trust online. We will develop products that are easy to use and understand that provide users with what they need and support the delivery of care.

As technologies evolve our content must be ready to be accessed through the user’s preferred channel and device. Voice search and bots are gaining traction; these emerging channels require content that is structured and uniform. Our approach will ensure that we put in place a foundation that will serve us well as the health service transitions towards providing more digital health solutions for those who use our services.

A Digital Experience Network for Health (HealthDEN)

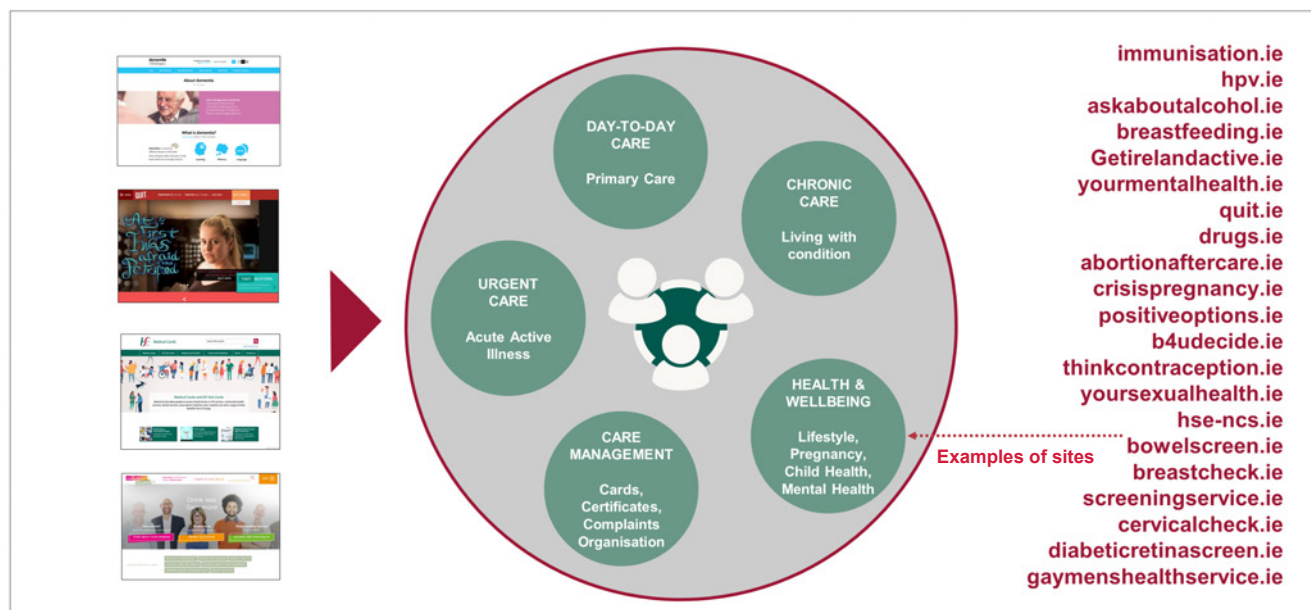


The priority being dealt with in this roadmap is the public facing digital information, services and tools. However, the improvements to content design and user experience will benefit all users as we work to improve the online health service experience for everyone. Planning has commenced for the development of an extranet for health service staff to support communication and collaboration across the whole health service and support digital transformation in the work place. We can better meet the needs of our external stakeholders; including contractors, funded agencies and suppliers, through a dedicated access point designed to meet their specific needs.

It is necessary to apply quality standards right across the public facing health service digital ecosystem, including hospital and hospital group websites and transactional portals. Every health service online asset impacts on the Digital Experience Network for Health even if it remains as an individual entity. The issues that are identified in this document will continue to cause users problems, unless consistent quality standards are implemented. A unified approach with appropriate organisational autonomy would help to ensure excellence in user experience and best value for money are achieved. This should be addressed through the digital service design governance structures outlined below.

# 1. Patients, Service Users and Public

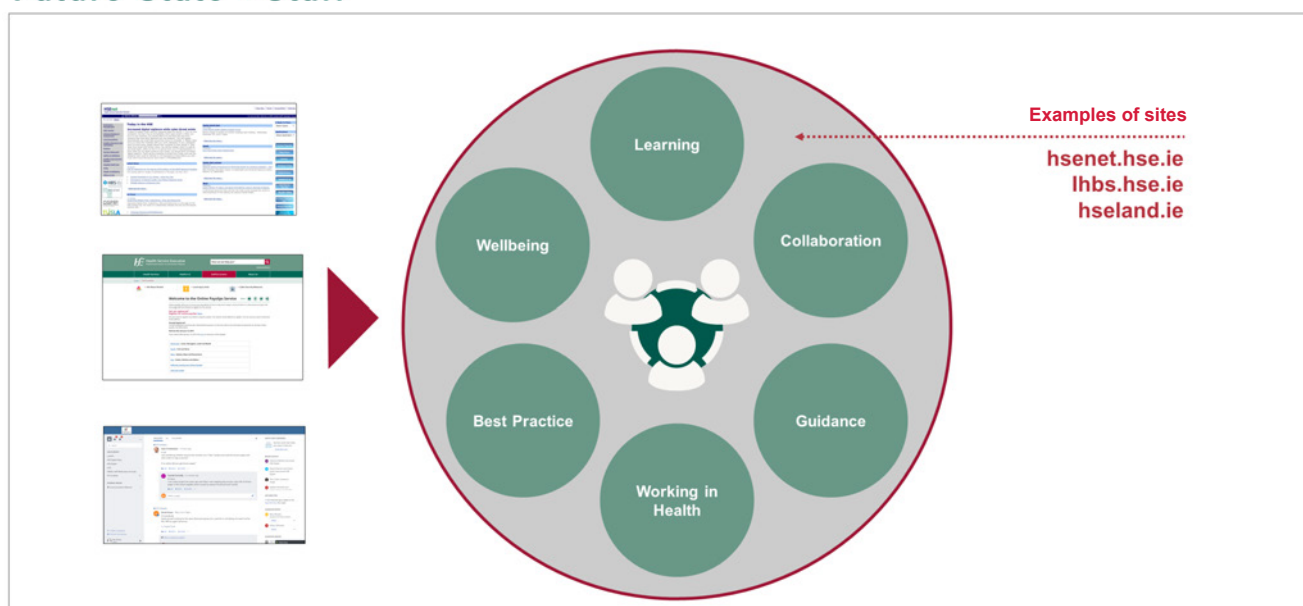
## Future State - Public



## 2. Health Service Staff

Health Service staff need access to collaboration and communications tools that will support them in delivering excellence in the services they provide. In order for digital transformation to happen in our workplaces, we need to facilitate a shift in organisational culture that enables vertical and horizontal communication, improved information sharing and enhanced collaboration across geographical and departmental boundaries. Staff are users of the Digital Experience Network for Health also and deserve the same high-quality standards and user experience that we are aiming to provide to the public. The development of an extranet for the Health Service that is accessible to all staff will help to address many of the issues identified in the “Your Opinion Counts” Staff Survey and give staff a reason to use their digital identities.

## Future State - Staff

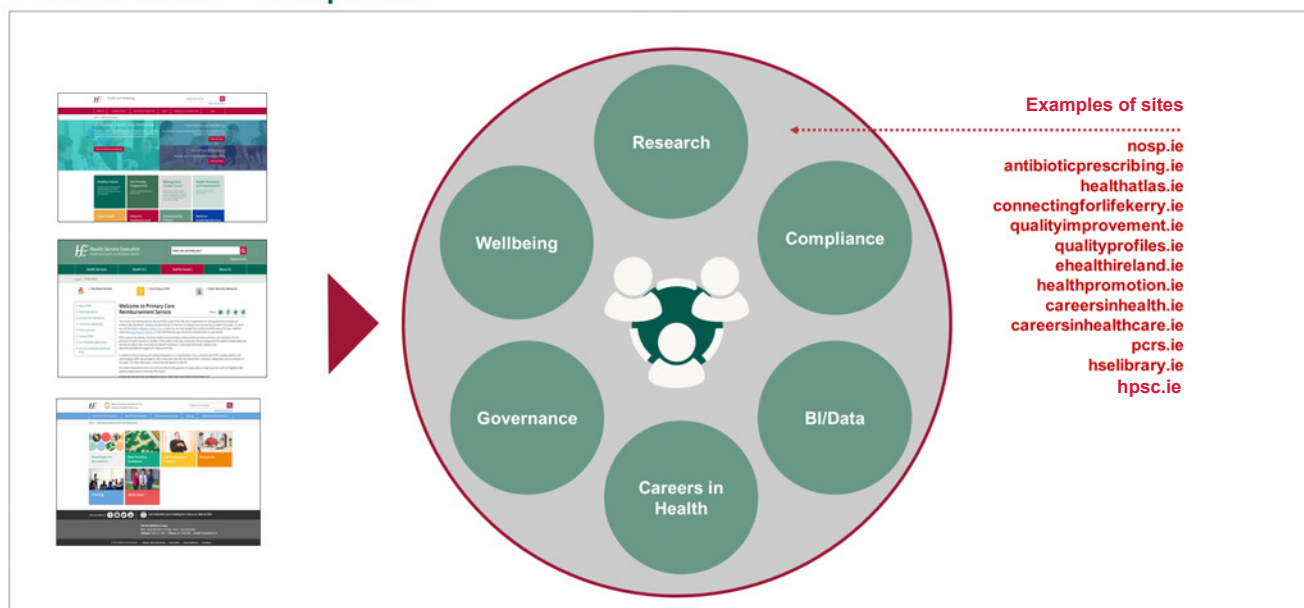


### 3. Corporate, Professional and Stakeholder

By segmenting this audience we can better meet their needs. This ‘digital front door’ will provide online information and access to services for the wider health system including health professionals who are not HSE staff, funded agencies, suppliers, the education sector, potential employees, media and others who may be interested in corporate or professional information relating to our health service.

The structured approach to content management will allow a reduced number of content publishers to provide improved quality information to this important user group.

#### Future State - Corporate



# What does this mean?

In delivering our Digital Experience Network we will ask this single question - “Does it meet a user need?” - every time we think about doing something online.

Everything we create or publish online must assist a user to:

- Access the health service.
- Understand the health service.
- Improve their health.
- Engage with the health service.
- Achieve better health outcomes.

If the answer is yes then we should do it.

The definition of users includes the public, patients, health care professionals, staff, businesses, media, stakeholders.

Once we have published new information or a digital product we will ask the second question: did we meet the user's need?

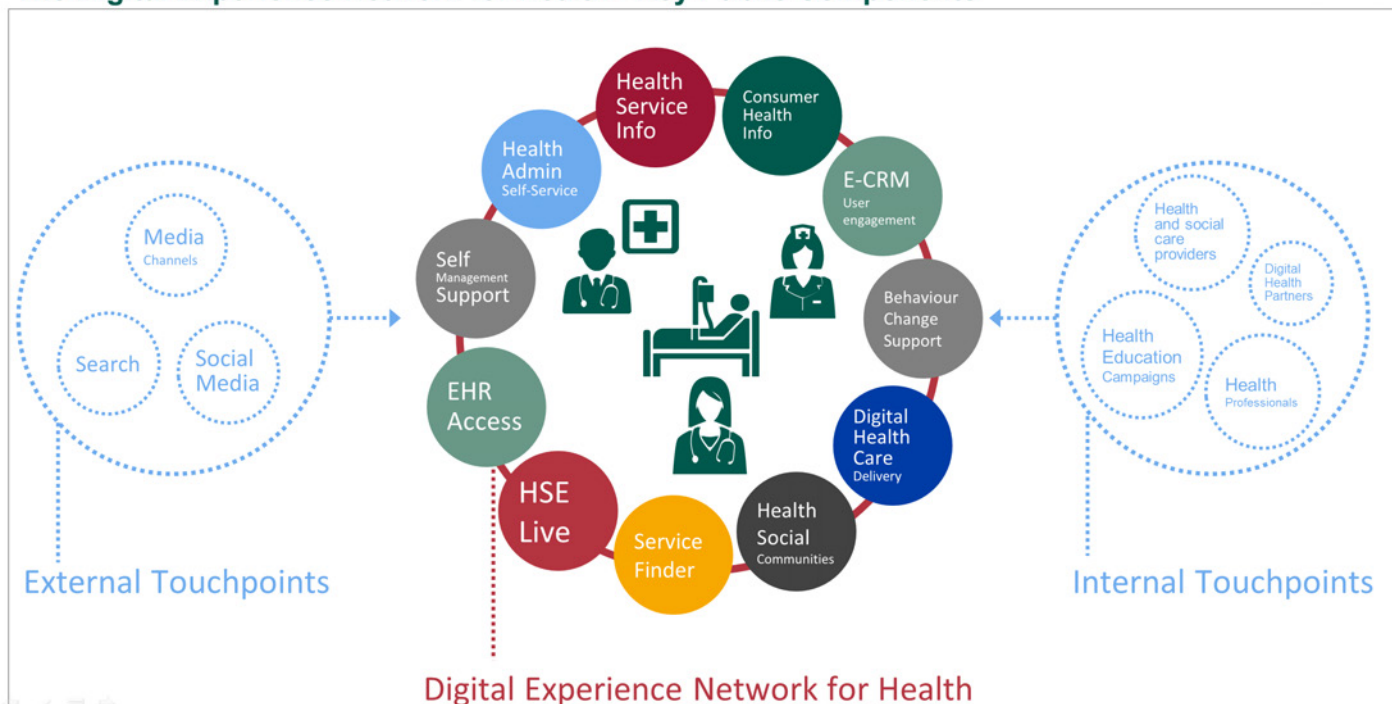
We will:

- analyse the data;
- get user feedback;
- test with users; and
- make the necessary improvements.

We should not publish online or develop a digital service or product without a valid, verifiable user need as this negatively impacts on the overall experience of the health service for our users.

A user-focused Digital Experience Network offers significant benefits for both users and the Health Service.

## The Digital Experience Network for Health - Key Public Components



### For users

- It will be easy for users to find what they need to complete their desired online task efficiently. Whichever touchpoint they start their journey from they will find an answer to their question a solution to their problem, or digital tools and services to complete their desired task.
- The burden of having to understand the way the health service works in order to access the care users need or find the answer they want, will be removed from the user.
- Consistent high-quality user experience means users will only need to learn how to access and use our digital services once. They will know what to expect and become confident that we will deliver what they need, building trust in the Health Service.

### For the Health Services

- The proliferation of Health Service websites will stop, removing the associated risks and overhead.
- 65+ websites and microsites will be rationalised into three core digital services.
- Organisational reputation will be improved. By enabling the user to take control of their health, and their engagements with the health service online, we will build trust.
- There will be improvements to the distributed model of publishing and a reduction in the current 500+ publishers.
- Our Digital Communications Team will support the health service to engage with patients, service users and the public online effectively and efficiently.



- We will build the capacity of the health system to meet digital business needs to the highest standard by supporting staff involved in content development and publishing online through training, quality guidelines and assurance and implementation of a structured approach to content.
- Health Services will be supported to publish quality information online that meets a user need.
- Core consumer information will be maintained and published centrally by the Digital Communications Team in collaboration with the necessary expert input.
- Value for money will be achieved through the development, management and support of digital publishing platforms.
- Health Service providers will be supported to engage with key target audiences through the most appropriate digital channels.
- The number of pages on hse.ie will be cut by 50%, from 30,000 to less than 15,000 within two years, significantly reducing the time spent generating and maintaining content.
- As more digital services are developed the Digital Experience Network for Health will expand and adapt to accommodate those services and ensure they conform to usability and accessibility standards and contribute to the improvement of the digital health ecosystem and users' experience of the health service.

## Public Personas – Understanding our public users

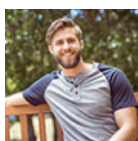
Our personas are an important tool in the development of digital products and services. They are the composite archetypes of the general public who interact with the health services, its websites and social platforms. They describe the average needs, goals, expectations and behaviours and have been developed out of information gathered during the audit phase, the user survey, analytics and focus groups. They will help to ensure that we put the user at the centre of everything that we do during the delivery of the roadmap.

### Persona 1 - Caragh



Parents and children are regular users of the healthcare system and often accesses health services information on behalf of dependents. Caragh is a middle-aged woman who engages with health service for her children and parents, she manages her family's health.

### Persona 2 – Patrick



Today, health seeking includes knowledge acquisition for making sense of health issues and to understand what is wrong. Users want to gain a realistic idea of prognosis and make the most of their consultations.

Patrick is a younger man who is a keen user of technology looking for information relating to his own health and how to navigate the health service.



### Persona 3 - Agnes



The population of Ireland is ageing. The proportion of people aged 65 and over is growing rapidly and many people are now living longer and healthier lives. They are especially dependent on an efficient and easily accessible health and care system.

Agnes is an elderly woman experiencing arthritis and is planning ahead for her future health needs.

### Persona 4 - Stephen



Drinking, bad diet, smoking, social inequalities all negatively affect the health and wellbeing of the Irish population. The HSE has an important role to play in improving the health and wellbeing of our citizens by protecting and improving their health and enabling them to take preventative health measures to improve their lives.

Stephen is a middle-age man who has been advised, by his GP, to change his lifestyle.

### Persona 5 - Paulina



A large proportion of online engagements with the HSE are related to managing and processing medical cards, ordering certificates and dealing with complaints. Users are looking for improved solutions and simple explanations of their entitlements. There is an expectation that services should be delivered online as in other sectors.

Paulina is a woman in her thirties. She is busy and likes to stay organised, especially when it comes to health care. She has a medical card/DPS card, EHIC, Under 6 card for her children and has ordered a marriage certificate and birth registration certificates from the health services.

### Persona 6 – Hal



Disability and social care services for vulnerable citizens can be hard to navigate. The Health Service has to consider the needs of this cohort online by ensuring information and services are accessible and easy to understand.

Hal is 45 and living with a severe form of MS. He wants to access health services, supports and information in a way that works for him.

# Supporting Our Users' Journey

Every single user engages with our digital services because they want to find information or complete a task. Other sectors are driving user expectation when it comes to accessing services online. An organisation's reputation is adversely affected every time a user has a bad online experience.

“You earn or lose trust every time a customer uses your product or service. Customers trust those who give them control— who put them in control— of their lives.” Gerry McGovern

The public, staff and stakeholders expect organisations to provide them with the solution to their problem and the information they need quickly, easily and through the channel and device of their choice.

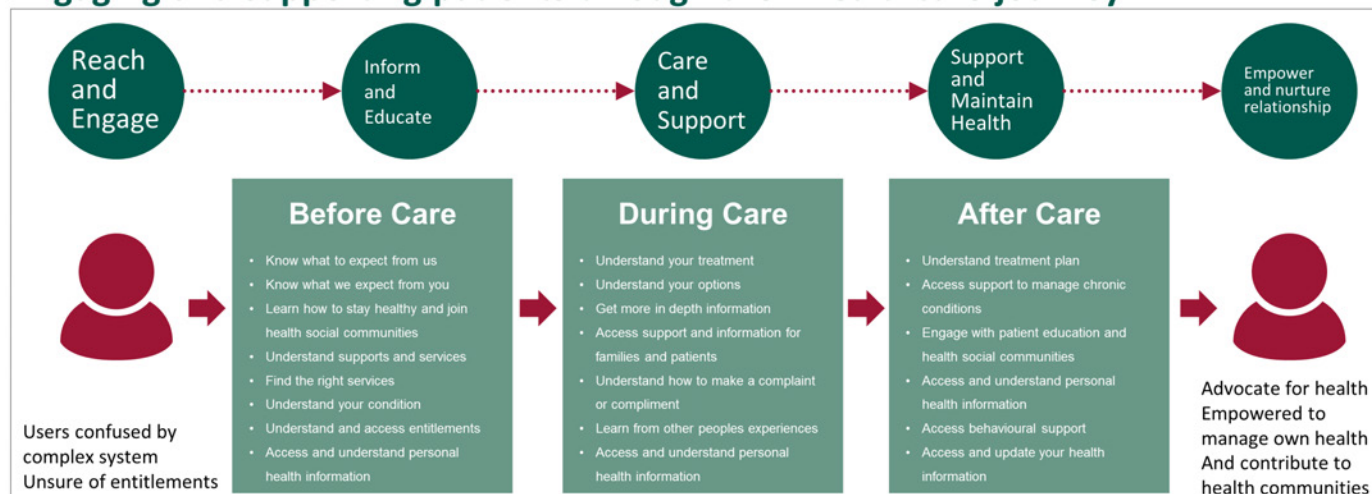
We will assist users to easily access and navigate the health services while also helping them to manage and improve their own health and wellbeing. We will ensure that the public have the online information they need, when they need it, in order to make informed decisions about their own health. An informed and health literate population makes for a healthier population and is increasingly becoming part of the overall patient journey.

The needs of our service users change at different life stages and as they move through their health service journey. The digital services that we offer online, and the way we engage with users, must support these changing needs.

Within the next ten years, the majority of first time parents will be digital natives. We will take action now to make the health services accessible to service users of the future through the channels that they are comfortable with.

Our approach reflects the values of care, compassion, trust and learning online. By reflecting our values, and working to make every online contact count, we will significantly enhance the experience at each of the 12 million visits each year.

## Engaging and supporting patients through their healthcare journey

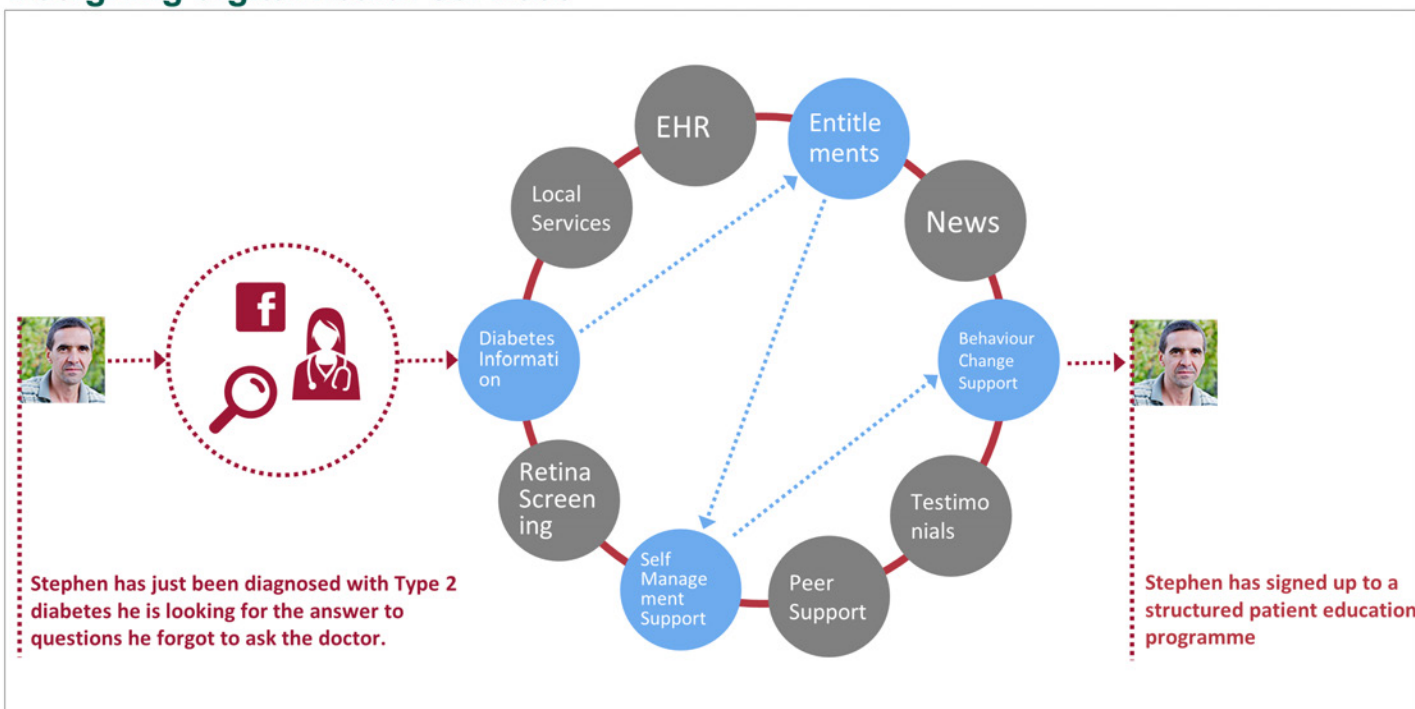


## Designing Digital Health Services

Moving from building websites to designing a digital health service will significantly reduce the burden on services to maintain multiple websites. The digital information, tools and services that meet user needs will become part of the user-centred public facing resource - reviewed, edited and restructured in line with our quality standards and best practice.

Rather than pushing our service users between multiple websites we will bring the information to them and make it accessible, easy to understand and easy to navigate. This will help our users complete their task quickly and have a positive online engagement with the health service.

### Designing digital health services



## Measuring Success

This roadmap will deliver significant improvements in the delivery of care, service user engagement and overall user experience. These can and will be measured. KPIs based on these success factors will be developed as part of the implementation plan.

### Improved Organisational Reputation

- increased Net Promoter score.
- Improved customer satisfaction metrics.
- Reduction in complaints.

### Improved user experience

- Increase in task completion
- Speedier task completion
- Increase in flow to online transactional systems
- Annual benchmarking of common tasks
- Quarterly feedback analysis

### Increased engagement with potential employees

- Improved user satisfaction metrics
- Increased traffic to key content
- Improved benchmarking results for job search

### Reduction in service information contacts

- Reduced calls to contact centres on common issues
- Increased traffic to key service information

### Engagement

- Increased flow of users through social channels
- Increased active visitors to website
- Increased traffic through owned and earned media
- Improved SEO

## Reduction in total cost of maintaining and managing information provision

- Reduction in total site content
- Reduction in content publishers
- Reduction in standalone websites
- Reduction in expenditure on print materials

## Quality improvement

- Content review in line with improved style guide and content principles
- Reduction in missing pages, broken links etc.
- Improved information governance and content maintenance

## Increase in online transactions

- The number of service users applying online increased
- Reducing administrative overhead and incomplete applications.
- Reduced time to complete key tasks

## Improved Accessibility compliance

- Lower average reading age
- Reduced PDF usage
- Review of all public facing digital assets to conform to accessibility best practice

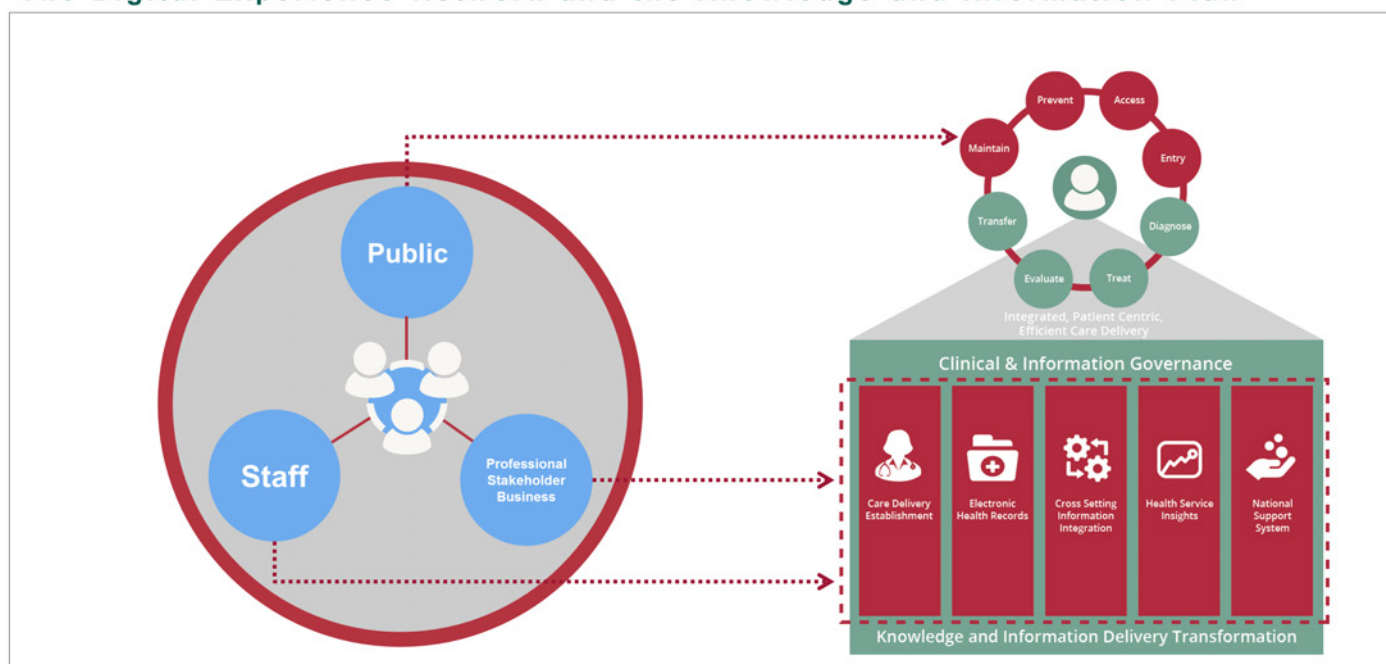
## Increased engagement with current and future online support services

- Drugs HIV Alcohol Helpline
- QUIT Team
- HSELive
- Breastfeeding.ie
- Online payslips
- Medical cards online applications

# A Digital Roadmap Aligned with Health Service Strategy

The transformation in how we engage with users online is a key enabler for the successful implementation of the Knowledge and Information Strategy (Delivering the Benefits of eHealth in Ireland). It will also underpin many other strategies and service improvement programmes as users demand that we deliver digital products and services. A new operating model for eHealth Ireland will enable closer alignment of the Digital Experience Network with other Digital Transformation Initiatives.

## The Digital Experience Network and the Knowledge and Information Plan



## Other strategies and programmes supported by this roadmap include;

- eHealth Strategy
- HBS Strategy
- People Strategy
- The Centre Programme
- Signposting Programme
- Strategy for the Design of Integrated Outpatient Services 2016 – 2020
- The Nurture Programme: Infant Health and Wellbeing

- The National Drugs Strategy 2017 / Reducing Harm, Supporting Recovery: A health-led response to drug and alcohol use in Ireland 2017-2025
- Making Every Contact Count
- Tobacco Free Ireland
- Achieving Communications Excellence in the Health Service

**Our vision for a Digital Experience Network for Health that fulfils care and trust online for our users is aligned with our organisational values and our corporate goals. The roadmap will help to deliver on the corporate goals in the following ways;**

## **Goal 1: Promoting health and wellbeing.**

- Support self-care/self-management of chronic conditions through the provision of evidence based information, physical service signposting and access to high-quality online support.
- Provide engaging, evidence based information, advice and support to initiate and maintain behaviour change.
- Make every online contact count by promoting health and wellbeing in every online engagement.
- Collaborate and support our online communities to build trust and enable them to become advocates for health and wellbeing.

## **Goal 2: Enabling access to safe, quality health services.**

- Ensure everything that we do online is user-centred. It must be:
  - Accessible to all
  - Easy to find
  - Easy to understand
  - Easy to use
- Implement a robust governance model including editorial and QA processes
- Implement user testing protocols to ensure all online services are effective
- Support users to take ownership of their health and engagements with the health service
- Validate and quality mark online health resources.
- Ensure a consistent, high-quality user experience across all systems and platforms.

### **Goal 3: Supporting and enabling health service staff to engage with each other and service users online.**

- Communicate clearly about the structure of the Health services
- Enable users to actively engage with the Health services through a range of channels
- Support service user autonomy to improve their understanding of and engagement with the Health Service.
- Collaborate across divisions to ensure the quality of the end-to-end online user journey.
- Be the definitive source of health services information.
- Build trust through regular communication with users and the publication of easy to understand information.

### **Goal 4: Helping service users to understand and engage with the health service.**

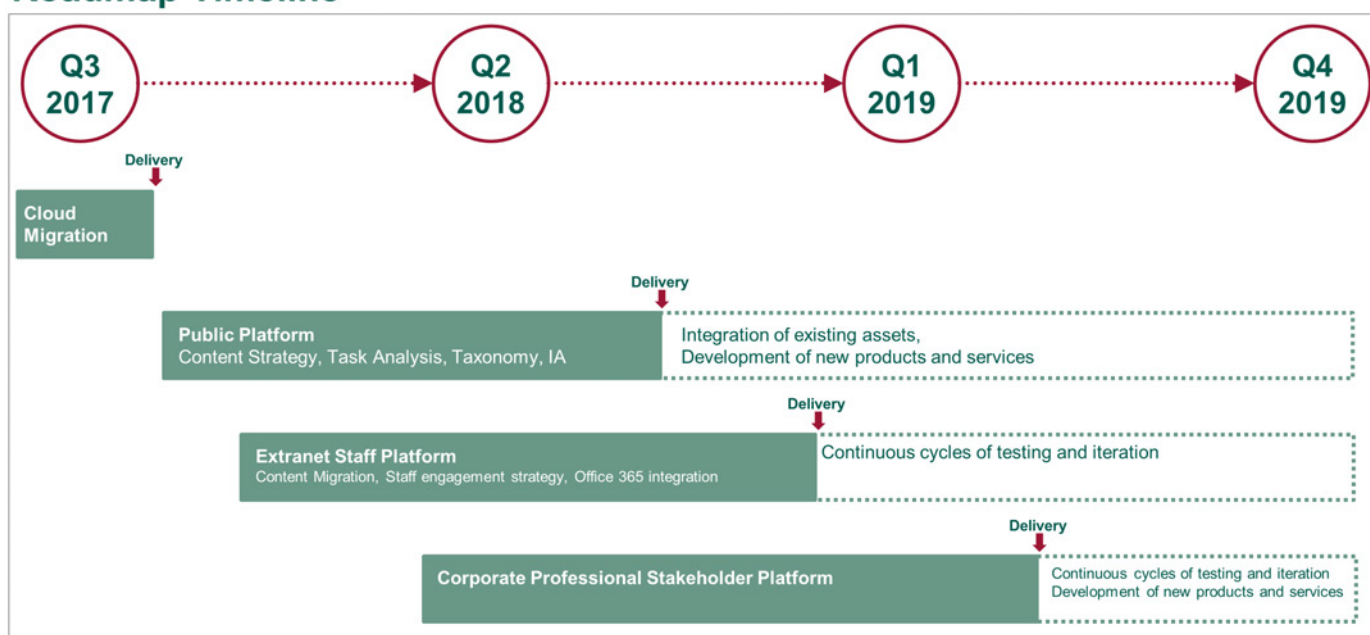
- Make use of the expertise and knowledge of our workforce to communicate directly with the public to improve health.
- Work with experts to ensure the information is evidence based and accurate.
- Provide expertise, education, training and support to Health Service staff in the use of Digital Communications.
- Make health service information easily accessible and ensure all content is optimised for search.
- Provide and maintain the digital publishing channels and platforms.



## Goal 5: Improving people’s experience of using health services through the application of best practice.

- Use resources efficiently to deliver the highest quality user experience.
- Listen to users’ experience of our digital footprint to continuously improve our products.
- Engage with other divisions and health service providers to ensure the user is at the centre of the development of all online services.
- Regular benchmarking to measure success and impact.
- Innovate in the online provision of information, signposting, health information and services.
- Demonstrate care and compassion online through the provision of non-judgemental evidence based information.
- Build trust by providing high-quality, up-to-date information that reflects the continuous improvement and excellence delivered every day in the health service.

### Roadmap Timeline



# Digital Roadmap Implementation

The implementation of the roadmap is best delivered by a Programme for Digital Health Service Design. In order to facilitate the development of the programme, we have broken it down into four work streams each of which will require a detailed project plan and timelines as part of the next stage.

## 1. Meet user needs and provide a better user experience

HSE.ie has to meet a lot of different user needs at the same time. By broadly segmenting our offerings into public, staff and professional, we can better serve each of these groups.

## 2. Improve all digital content

Applying established content design principles and plain consistent language supports users to complete their desired tasks.

## 3. Implement engagement strategies

Continuous focus on strategic online engagement to ensure we reach our various user groups at the right time through the right channel with the right message.

## 4. Collaborate and integrate to provide digital health services

Work across health to design digital services and products that provide a consistent high-quality user experience across the digital ecosystem.

The core work stream are underpinned by quality assurance, data and research.

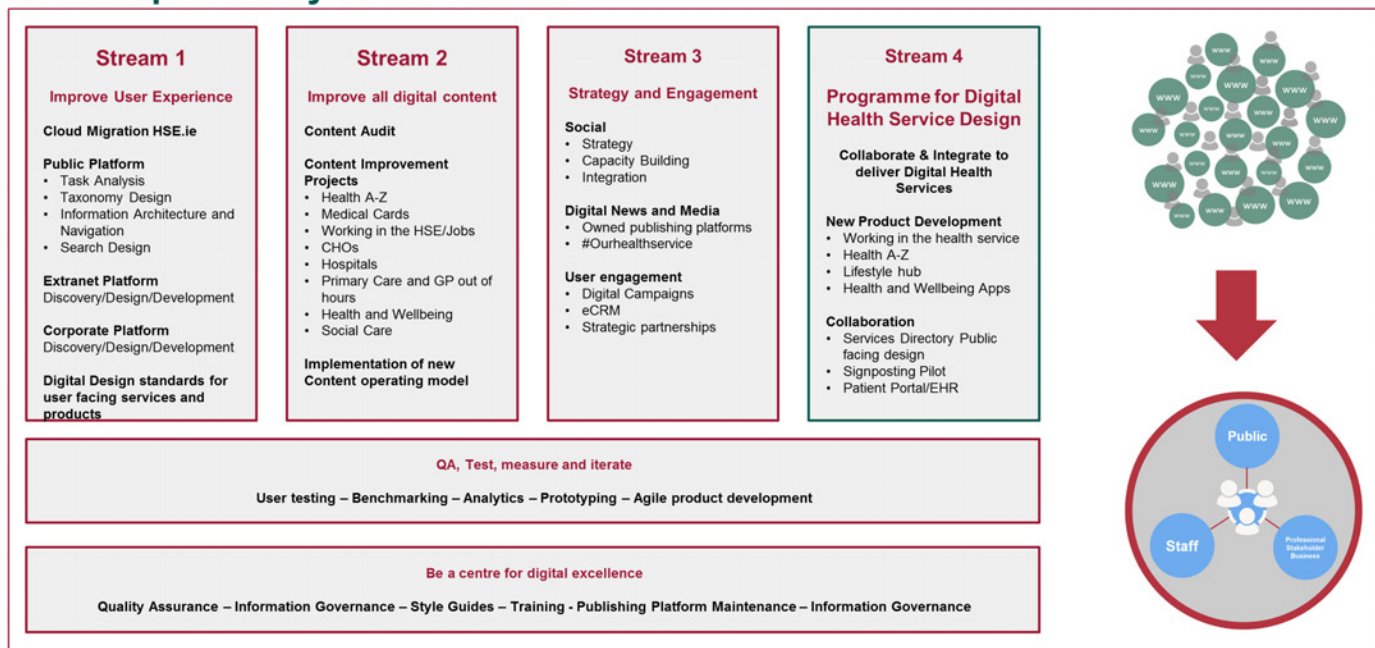
### 1. QA, test, measure and iterate

Commit to testing and measuring our performance. against established benchmarks and KPIs. UX testing, establishing benchmarks, iterative approaches, understanding our users

### 2. Be a centre of digital excellence

Improve our workflows, information governance and establish standards - principles, quality standards, guidelines and training.

## Roadmap Delivery Work Streams



## What we need to implement this transformation

To support this step-change to Digital Health Service Design and ensure successful delivery of the roadmap we need the following:

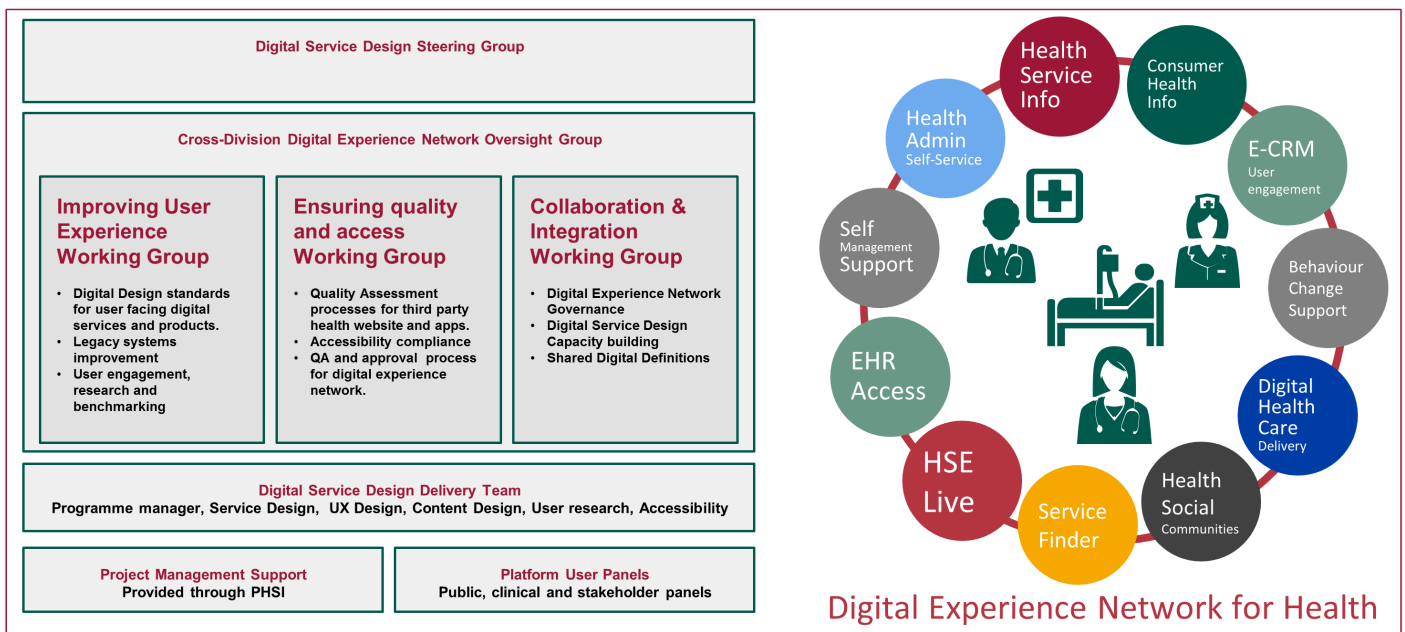
- Leadership endorsement of the vision.
- Establishment of a Programme for Digital Health Service Design to deliver this roadmap and leadership commitment to support the implementation of the roadmap across the health service.
- Access to sufficient resourcing to achieve the necessary transformation at the right speed.
- Access to clinical and business experts to 'own the facts' and support the editorial review cycles.
- Mandate to apply minimum quality standards before services and information are added to the Digital Experience Network for Health.
- Support to implement new publishing model and workflows.

- Governance arrangements that reflect the scale and scope of this vision for transformation of the health service online user experience.

Proposed Governance Structure for Digital Health Service Design Programme.

- Digital Health Service Design Oversight Group
- Cross-division Digital Experience Network Oversight Group
- Digital Service Design Delivery Team.
- Platform User Panels

## Digital Health Service Design Programme Governance



# Thank you!

