



THE FUTURE WEB

DEFINING THE PATH TO ONE SITE

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Vision

In order to simplify the online user experience and gain more authority for our digital properties, we seek to move away from a subdomain web framework to a single site that resides on www.brand.org. This structure will enable search engines to better assess our content, and thus apply more authority to our web properties. With more authority comes more discovery, more traffic, and ideally downstream conversions that drive the business.

The current web structure (e.g. UX, content, etc.) is fragmented and duplicative across regions. To address this challenge, we seek to employ a crawl, walk, run strategy.

- Crawl - Phase 0 (Q1-Q3): We will “ready the system” by conducting a system-wide content audit, build new templates to enable a contextually rich UX, identify and resolve technical issues relating to a single domain structure for individual brands, and create the backend rules to enable dynamic experience rendering for users based on intent.
- Walk – Phase 1 (Q3-Q4): Once we’ve set up the system, we will begin strategically pulling entire brand sites (at a minimum 80% of content*) into the new templates and content framework to deliver a UX designed for easy user wayfinding and conversions.
- Run (2019): After we’ve successfully demonstrated the value – both to users and the business – of the new web experience, we will partner with the regional and brand stakeholders to begin pulling up their sites into the new structure throughout 2019.

**For a short period of time, it is anticipated that there will be some content objects (e.g. in flight campaign LPs) that will continue to reside on regional subdomains. These will technically be accessible to web surfers, but they will naturally be sun-set once the campaign is complete.*

Crawling: Phase 0

1.0. Problem

In an effort to establish a strategic pathway to Health 2.0, the problems we are addressing are as follows:

1. Elevate the brand authority in search by reducing duplicate content, optimizing for user context that helps people find solutions
2. Improve customer wayfinding by creating a cleaner, more focused, deeper and personal online experience
3. Smartly investing developer and technology resources to eliminate waste and duplicative work streams

1.1. Hypothesis

A context-rich and curated experience that dynamically morphs around user intent will drive more traffic, engagement and loyalty than the existing web experience.

1.2. Audience

There are generally two types of visitors that visit our web properties: 1) those who are in discovery mode and researching to find solutions to their pain point and likely new to our web experience, and 2) those who know what they want and could be a return visitor. For visitors in discovery mode, we will provide a friendly interface that makes declaring intent super easy. Using above the fold page modules, the generic experience will be greeted with popular services, locations near them, trending articles, and promotional modules, all designed to drive deeper funnel exploration post intent declaration.

Similarly, for visitors who either declared their intent via search on-ramp or are known via a cookie profile tied to an algorithm, the UI will serve them easy pathways to login, pay a bill, find a contact number, book an appointment online, or identify a particular doctor. Moreover, if they've pivoted away from historical needs when visiting our site, they will find it easy to switch back into discovery mode to explore solutions to their current pain point.

2.0 Templates

Critical to the path to the future web is creating new, modular templates that will enable dynamic page rendering based on intent signals such as locations near me, conditions, doctor types/specialties, and treatments/services. These templates are the foundation for making our web properties more enticing and personal. The templates include the following:

1. System object pages: This template houses content that can be considered universal across an entire brand ecosystem. Its purpose is to prompt users to declare intent via clicks (Level 1 detail). Such content includes department descriptions (or service directories), location directories, and provider directories.
 - a. This template will also serve as the "home" page designed for visitors about which we know little to nothing, thus we are unable to bind them to a location, provider or service. This home page experience will include popular content and associated pathways, and will serve to prompt a visitor to declare his/her intent via click behavior. It will be designed for three visitor scenarios:
 - i. Ready for action: CTA pathways for popular actions such as paying a bill, login into MyChart, contacting a clinic, and get care now.
 - ii. Searching for specific solutions: A global search box will allow visitors to search for a specific specialty department, define a radius for finding a doctor or location.
 - iii. [stretch] Guided assistance: A rule-based or AI-driven logical progression of prompts will guide users along a path to finding answers to their pain points. Ideally, a chatbot will be available as an option for users.
2. Object pages: This template houses any content that starts with a noun, such as cancer or heart. Its purpose is to deliver a "personalized" experience based on intent actions (Level 2 detail). Content that populates these object pages will include descriptions about a specific service or treatment offered under a given department, regional programs and institutes, individual doctor profile pages, individual location pages, or

specialties offered at a specific location or by a specific type of doctor. These object pages will be interlinked throughout the user experience, and serve as a primary routing mechanism to drive conversions.

Object pages can be presented in two formats: 1) List (SERP) results or 2) Curated experience.

- A. Lists: As they sound, this will be a list of results based on user intent signals. This could be a list of locations, doctors with a specific specialty or treatment options.
 - a. **Use case**: A visitor declares intent by searching for “cancer centers in California” using our global search tool. The user would be presented with a comprehensive listing of locations ranging from ministries in California to clinics in Montana. The list would be stack ranked based on geolocation.
- B. Curated: This experience will include a mixture of objects pulled from global, local and regional content, and present the user with a context rich experience purpose-built for action.
 - a. **Use case (generic)**: A visitor declares intent by visiting the service directory and clicking on pediatrics. The user would be presented with the global descriptor of pediatrics and related conditions, a list of the 3-5 most viewed pediatric doctors throughout the system, a list of 3-5 most popular locations for pediatric treatments throughout the system, and related articles about pediatrics. Visitors would be prompted to refine their results by filtering by distance, ratings, or a variety of other refinement elements.
 - b. **Use case (specific)**: Using geolocation, the results the user would see in the above generic scenario would be dynamically filtered to present her with locations and doctors near her. Once a location or doctor is selected, she’d see nested object pages for specialties, treatments and “checkout” prompts to convert.

3.0. Content framework

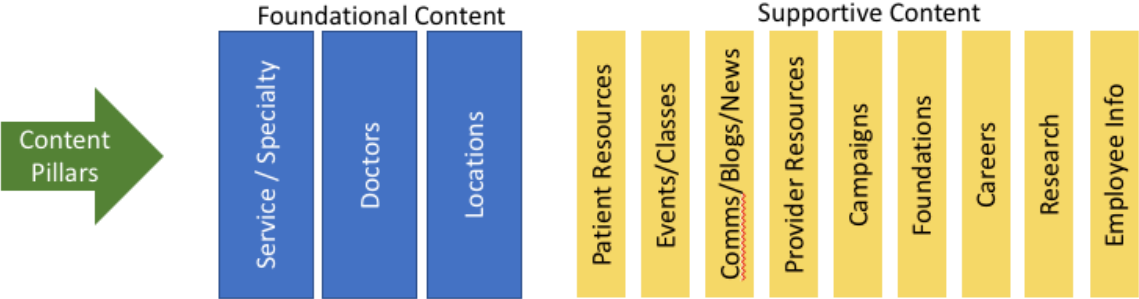
Stemming from the brand content audit, the optimized content will be packaged into the new global, regional and local content framework. Once the content is recast into this new framework, it will be fed into the appropriate templates as outlined in section 2.0 above. The new content framework is comprised of the following:

1. Global/common: Content in this bucket will capture the collective essence of the department or service line, specialties and associated directories, and provide visitors with a starting point to understand “why” [Brand] while route them to local check-out pages or regional programs based on the visitors’ intent/need.
2. Local/specific: The priority for local content is to give visitors a clear path to action such as contact details, directions, treatments, availability and online scheduling. These pages will also provide visitors with additional information (e.g. doctors, services) that will enhance contextual relevancy. These should be perceived as micro home pages.
3. Regional/specific*: Regional content will be highlighted in high-profile dedicated spaces in global and local contexts, and as stand-alone assets where required. Access to

regional content will flow naturally as users travers global and local pages, and will be highlighted in promotion modules across pages, linked to from services and specialty pages, and where relevant have dedicated CTAs on location pages.

The new content framework is comprised of two types of content: foundational and supportive. Together, these content layers will work to serve a contextually relevant experience for individual customers based on their declared intent. See Figure 1 for the content pillar breakdown.

Figure 1



Walk: Phase 1

Once Phase 0 is complete and all technical considerations (see below) are addressed, we will begin the work of porting the newly optimized content into the enhanced experience templates. ETA for launching the first brand experience under the new One Site vision is early to mid-Q4 2018.

Success measures

Success will be determined by a variety of measurable KPIs, including the following:

1. Increase in organic traffic (single site = more Google authority = better SERP placement)
2. Growth in KAP engagements (simplified way to digital encounters and checkout points)
3. Increase in number of productive contacts (more relevant contact options = more productive contacts and happier customers)
4. Decreased time spent on page + increase in L3-L5 conversions (fewer clicks to checkout)
5. Reduction in content, web and tech maintenance (remove duplicate content + single site management = improved productivity)
6. Reduction in directory searches (direct access to doctors, locations and insurance)
7. Increase in customer satisfaction & trust (higher usabilla scores and ratings)

Technical considerations

Sitecore migration

The web development team currently has a migration plan in place to move all existing regional sites to one instance (8.1) of Sitecore by the end of 2018. This work is super important as it carries with it cost savings, operational management savings, and general maintenance savings. This work needs to be re-considered and potentially reprioritized in light of the one site vision. A decision needs to be made on whether to complete existing “in flight” migrations and pause all future migrations, or continue to plan and migrate all sites by end of 2018.

- Status: Open item
- Responsible: Analytics
- Consult: Dev/Producers/Kelby

SEO conflict

The new templates will be built at the [www.\[Brand\].org](http://www.[Brand].org) (or other brand) domain level. Given the innate and immediate SEO benefit of moving from a subdomain to a single domain (www) structure, care must be taken to ensure that templates populated with any level (global, regional, local) content does not usurp organic traffic away from other relevant content that continues to reside on the subdomain level with existing Google authority. For instance, it is anticipated that a primary care department descriptor for living on the master domain will outperform similar content within the regions on a subdomain. This could lead to visitor and Google SERP confusion.

- Fix: TBD
- Status: Open item
- Responsible: SEO team
- Consult: Kelby

Dynamic UI

A core part of the one site vision is to make the experience more personal and relevant to visitors. In order to ensure that we land visitors in a relevant experience, intelligence must be in place on the backend of Sitecore. This intelligence based on rules or AI will use the visitors' intent (click behavior) to recast the UI to map to their intent. For instance:

- a. Visitor performs a Google search query for orthopedics in Oregon
 - i. We know the department and general vicinity that they are looking for
- b. The landing experience for this visitor will be a curated environment for orthopedic-related regional programs, locations, and doctors in Oregon
- c. Visitor clicks on a sports medicine, which is offered only in Portland
 - i. We now know the visitor is interested in a specific sub program in Portland
- d. The landing experience for this second click will be curated around locations, doctors, treatments, related services and contact details specific to the sports medicine program in Portland

Similar logic will be used to dynamically generate curated experiences when users reveal their intent based on clicks and searches when on any system object or general object page.

- Status: Open item
- Responsible: Dev
- Consult: Kelby

Tagging infrastructure

Related to the dynamic UI is ensuring that the relational linkages can be established logically and semantically across regions and across templates. Similarly, for a truly universal site search option to work, a robust tagging taxonomy must be in place. In order to bring the curated experience to life and effectively deploy the new content framework, an audit of the existing tagging structure needs to be conducted.

- Status: Open
- Responsible: UX
- Consult: Kelby

URL structure

The promise of “all ships rise” by moving to a single domain is largely reliant on smart, Google optimized URL structures. Related to SEO conflict noted above, great care needs to be taken to create a folder structure that is scalable and relevant for all regions.

- Fix: TBD
- Status: Open
- Responsible: SEO

Geolocation

In the right context, geolocation can aid in the user experience. For instance, being able to show the temperature or availability of online appointments are a perfect scenario for geolocation. However, for deeper experience design there exists some disconnected and irrelevant user experiences that could be generated with geolocation.

For example, if a patient in Missoula, MT is intentionally looking for an oncologist in Everett, WA, and because geolocation is enabled she lands on an experience that showcases only oncologists in MT the user is likely to abandon the engagement. We need to account for this scenario and lock on how and in what contexts we enable geolocation.

- Fix: TBD
- Status: Open
- Responsible: Dev
- Consult: Kelby

Online appointments

Related to geolocation is the opportunity to make prominent across the new experience the ability to book appointments online. It is an industry best practice to make online scheduling a priority CTA. There are complex technical and data elements that need to be explored to make this work seamlessly and scale across our domain. Some questions to consider:

- How do we ensure that the calls to EPIC are accurate and up-to-date?
 - How do we scale beyond primary care?
 - How do we get a decent percentage of doctors across service lines to sign up for online booking?
-
- Fix: TBD
 - Status: Open
 - Responsible: Dev/Experience/Kelby

Dependencies

- Priority alignment: Alignment across Web, Innovation, Content, and Marketing
- Use cases: Defining what users want, and stack ranking them based on business priorities
- Content audit/analysis: Time it takes selected vendor to audit and analyze content across domains, as well as internal interpretation and mapping to new content framework
- Sitemap/IA: Outlining the optimal site architecture to deliver on the enhanced UX
- Technical/dev support: Template design and associated technical considerations outlined above
- Regional buy-in: Support from regional marketing leads, and other related stakeholders for the vision

FAQs

Q: How will this impact the people who have worked so hard to keep the regional website updated?

A: This initiative is meant to make their jobs easier. By packaging the content in a new framework and finding logical commonalities in existing content across regions (e.g. global content), the expectation is that regional content owners will have more time to truly optimize and be even more strategic in the way they represent their regional programs and locations. We will continue to rely on regional content owners to drive updates that enhance their business and advise on optimization ideas across the new content framework.

Q: Will my regional content such as events, classes, and programs be lost in the new experience?

A: Absolutely not. While we will certainly reduce the number of pages across all regional sites in order to remove duplicate content that hinders SEO, we do not plan to eliminate regional content that your local stakeholders and patients rely on. This new framework and template will simply repackage optimized content from the audit in a new, more compelling way.

Q: Why is this approach better than what currently exists in the regions?

A: Short answer is that the subdomain web structure is sub-optimal. While Google recognizes subdomains, such a structure hinders our ability to realize SEO authority lifts that would be readily available under a folder URL structure. Said differently, hanging regional content off of a single domain ([www.\[Brand\].org](http://www.[Brand].org)) will raise all ships in the system.

Q: What is the expected impact on patients in my region?

A: We anticipate a positive impact as we are designing a new UX and UI that is fueled by real users and existing [Brand] patients. Through focus groups and online experiments, we have been able to validate hypotheses that we have learned will make their online experience with us better.

Q: Are we expected to map to the global content as defined by Montana?

A: No. Montana is a proof of concept pilot. We acknowledge that the scale of departments and programs in Montana is smaller relative to other regions, but by opting to focus on a lower volume of content for the pilot we believe we'll be able to demonstrate the potential system-wide impact that the new experience will have on traffic and conversions.

Stakeholders

Responsible/Accountable	Consulted	Informed
Kelby (content)	(SEO)	Experience lead
(UX)	(Analytics)	Marketing lead
(Dev)	(Testing)	Analytics lead
(Production)		CMO
(PM)		