



WHITE PAPER | APRIL 2018

HEALTHCARE WEBSITES AND PATIENT ENGAGEMENT

BY **CHERI MARONE**, STRATEGIST



Content

01 Introduction

02 Current Landscape

03 Patients Are Customers

04 Solving the Patient's Problems

05 Tone & Voice

06 Search

07 Conclusion



01 | Introduction



As part of our ongoing work in healthcare, Capgemini Invent routinely surveys and assesses healthcare sites related to pharma, health insurance, hospitals, and healthcare systems. This report is focused on hospital and healthcare systems, specifically assessing publicly available content.

We apply a rigorous methodology to competitive and comparative reviews, looking across the entire public-facing digital brand ecosystem, following

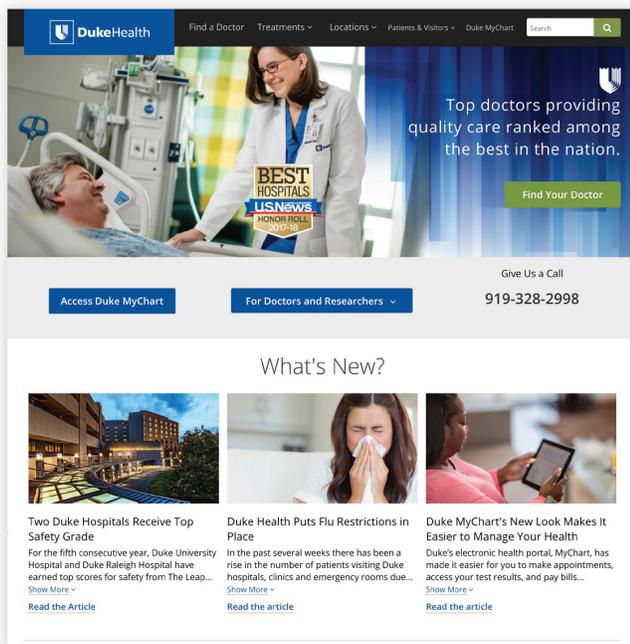
the customer/patient journey from consideration through transaction and usage. This is a stringent process that probes numerous areas of inquiry, exploring a full spectrum of consumer/patient activities across digital touch points. This approach ensures consistency in assessment and review for both competitor and comparator companies. This exploration is about understanding the sites' experience on a holistic level. We have been reviewing and monitoring 25 hospital and healthcare system sites in 11 states for the last year.



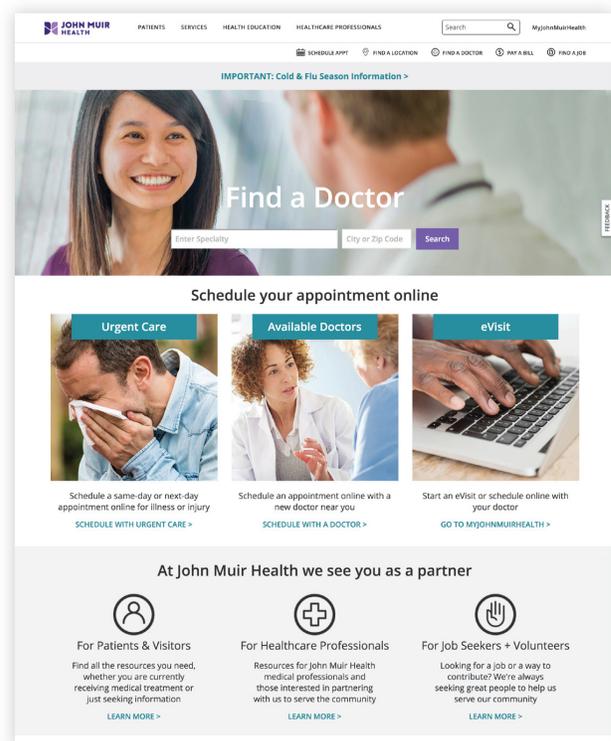
02 | Current Landscape

As we explore healthcare systems and hospitals in the digital realm, we must note the complexities that exist within the business itself. There are strict regulations around privacy and HIPAA compliance, while at the same time the websites must be everything to everyone, providing information on care, education, and counseling for multiple types of users: consumers/patients, caregivers, friends and family members, and even prospective partners and employees. The range of information includes helping the patient navigate insurance, find care, pay bills, learn about treatment options, even present ER wait times as well as directions and parking for each clinic. Additionally, these websites are at the mercy of individual business models (how the doctors are classified and paid, how the clinics and hospitals are connected). For these reasons, healthcare websites have been slow to adapt and are challenged to provide the same seamless consumer experiences we've come to expect from other industries (quantified self, home and auto insurance, e-commerce/retail, etc.)

In reviewing healthcare sites, some trends have emerged. However, for most sites, patient centricity is the key component, but keeping this focus is not always a successful endeavor. It is difficult to keep sites patient focused when speaking of hospital rankings, cutting edge procedures, clinical trials, patents, research grants, and accolades. Many sites take the easier route of bolstering their accomplishments and talking about themselves rather than solving the patient's problems. While the patient certainly cares about the quality of care they will receive, they also want to know how these attributes benefit them directly. It is up to the hospitals and healthcare systems to bridge the gap between care offerings and value to the patient.

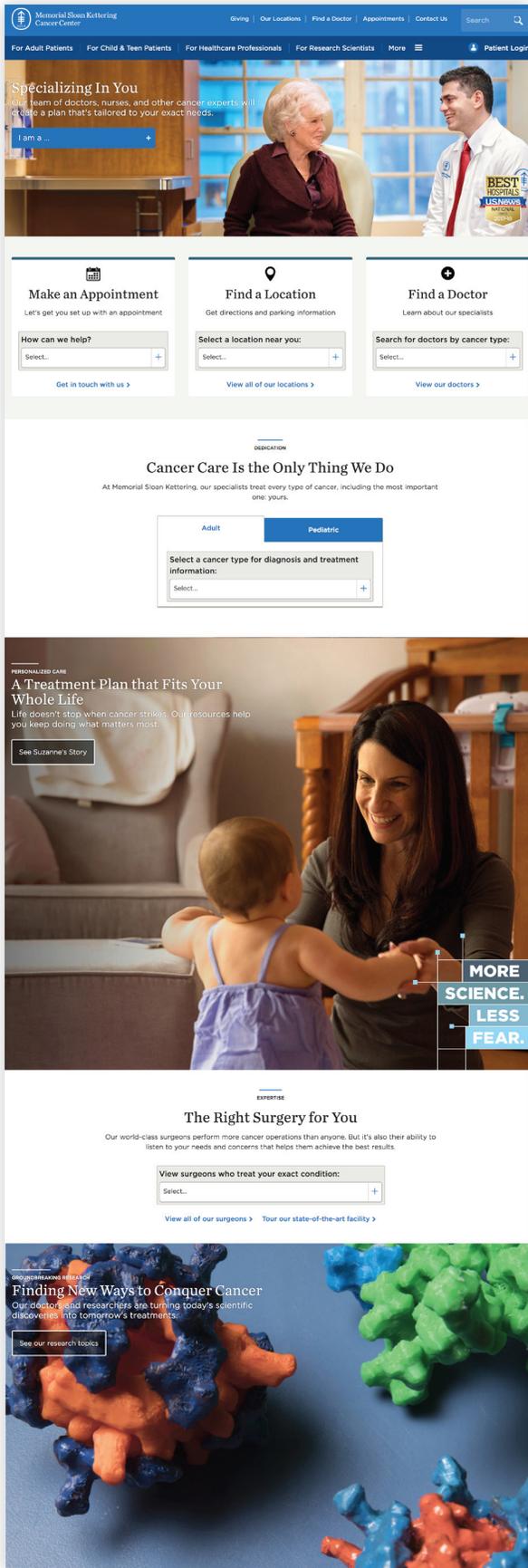


dukehealth.org



johnmuirhealth.org





mskcc.org

The ultimate goal for these websites is to improve healthcare outcomes and encourage patients to be more proactive with routine and preventative care, and patient centricity is the key digital component for hospitals and healthcare systems to accomplish that goal. The following are smaller components that build on patient centricity that we noticed across current healthcare websites. These include helping patients make appropriate care decisions (e.g. urgent care vs. emergency care), being a provider of information and education, and helping the patient experience with content beyond healthcare.

The most troublesome areas for healthcare sites seem to be booking appointments online and delivering accurate search results. Of the sites we reviewed, only three had the capability to book an appointment online without a log in. For the majority of sites, you have to be an existing patient before you can book an appointment. There is also an issue with individual doctor's offices that are associated with a hospital or healthcare system. These often do not share back end systems. It is also complicated by who actually employs the physicians and whether the clinic and locations are owned by the hospital or healthcare system or simply contracted by them to deliver care.

A majority of sites also struggled with search results. Many times, outdated articles and too-specific conditions would be at the top of a general term search. Searching with natural language rather than medical language often resulted in drastically different results, which could confuse and frustrate the patient, causing them to abandon the site.



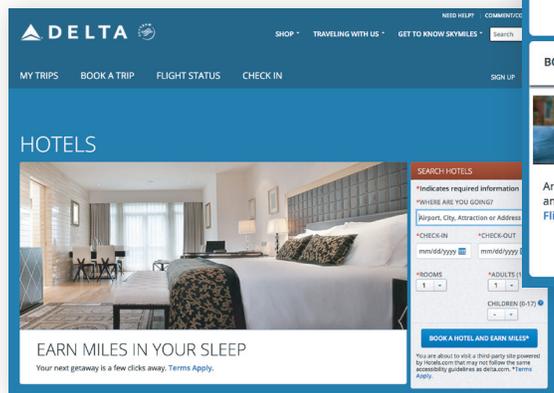
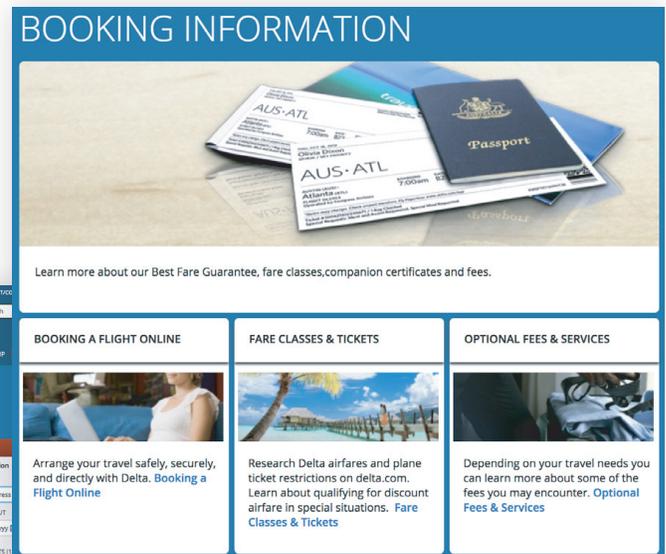
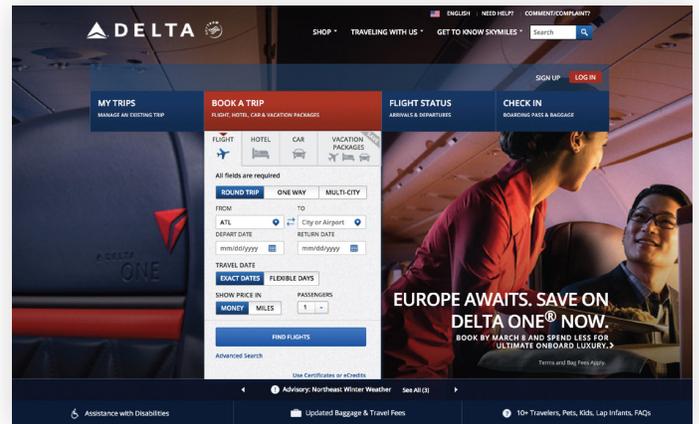
03 | Patients Are Customers

In addition to monitoring digital ecosystems in healthcare, Capgemini Invent routinely studies the digital presence of other industries as well, including retail, insurance, travel, financial services, automotive, and a variety of service industries such as pest control, home security, lawn and pool maintenance, ride-share services, and appliance repair services.

As digital becomes more and more prevalent in our daily lives, site visitors develop expectations regarding self-service options and the level of interaction and service they receive online. The innovation of consumer-level sites has grown exponentially. We can make a dinner reservation, book a plane ticket, deposit a check, and hail a ride on-demand without ever speaking to or interacting with another human. We pay for things with our fingerprints and through facial recognition software. This ease of use is now putting great pressure on healthcare websites to deliver the same seamless level of service.

For our healthcare comparisons, we focused on businesses like travel, insurance, and financial services to get a different viewpoint on customer service and satisfaction in similarly complex industries. Within these industries, all of the sites we explored were focused on helping the user navigate the site with the goals of getting them to become a customer, a service provider, a member of the community, etc.

Travel sites like Delta immediately offer options for buying a ticket, checking a flight, or managing a trip (the most likely reasons for the site visit). Beyond that, the site is filled with content allowing the user to learn about all aspects of travel, from flight deals to what to expect at the airport to researching vacation destinations. Additionally, they provide access to booking rental cars and hotels. It's one-stop shopping for all your travel needs. Delta.com is a great example of a site that gives the customer what they need up front and a deep well of informational content throughout the rest of the site.



Oscar

My zipcode is 94105

I'd like to cover me and my kids.

I'm 40 years old and my 1 kid is 8.

My family makes \$ 75,000 yearly with 2 people in my tax household.

hioscar.com

As we continued our comparative research, we included new, independent health insurance sites like Oscar Health, and found they have a distinct tone and voice that is very casual and friendly. This, paired with an extremely simplified design, is in direct contrast to most hospitals and healthcare systems and even most health insurance sites. While these new companies take great care to make understanding insurance as easy as possible, the lighthearted tone quickly loses its favor when the user is possibly dealing with a serious health condition. For those users, it can come across as insincere and tone deaf. Users want help and reassurance from their healthcare partners, not casual sympathy. This tone of voice also speaks to a very specific group of people, typically generational, and will not resonate with all users. While initially very appealing, the oversimplified design ignores the complex nature of healthcare by leaving things out rather than working to break it down and make it usable.

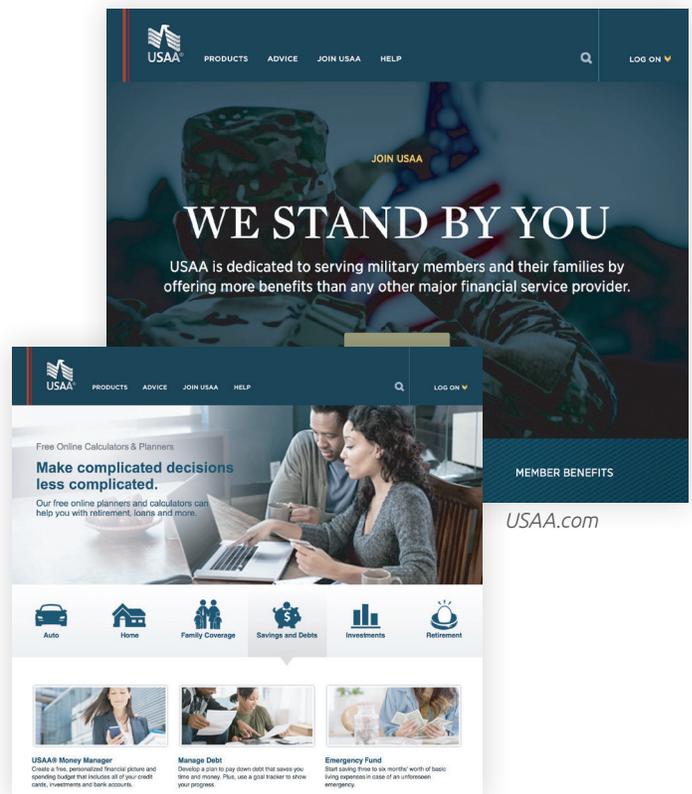
Now that you're ready to take the plunge and shop around for a new health insurance plan, where the #@!\$% do you begin?

Selecting the right health insurance plan can be a daunting experience. With endless combinations of insurance companies, plan types, and benefits, it's hard to know where to start.

There are a few basic insurance plan concepts you need to know. These will help you select a plan that gives you access to the care you need without spending unnecessary cash. Here's a crash course on the nuts and bolts of health insurance plans that'll make this year's **Open Enrollment** a zip.

hioscar.com

Like healthcare and insurance, financial services can be a challenging category for consumers. Research indicates that very few people feel confident in their understanding of financial planning or in the decisions they make regarding their financial health. Also like healthcare, it can be difficult to even know where to start or what types of questions to ask. USAA is a great example of a site with informational content, solid customer service, and an authoritative but friendly tone. The content has a wealth of information and tools about banking, investments, and retirement planning. This methodology allows the user to decide for themselves which type of accounts they would like to open based on their needs, rather than a sales push to open certain types of accounts. The tone of voice is friendly enough to be welcoming, but authoritative enough to reassure the user that this bank will serve them well. Additionally, this site has a page dedicated to customer service phone numbers and information to quickly direct the user to the correct place. This is an outstanding example of how the right tone and voice coupled with the right content would benefit any healthcare site.



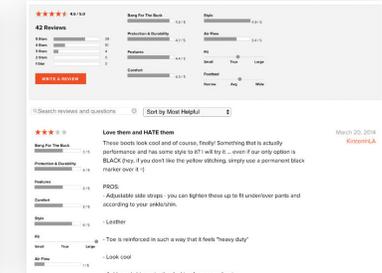
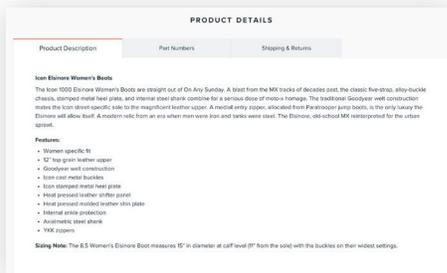
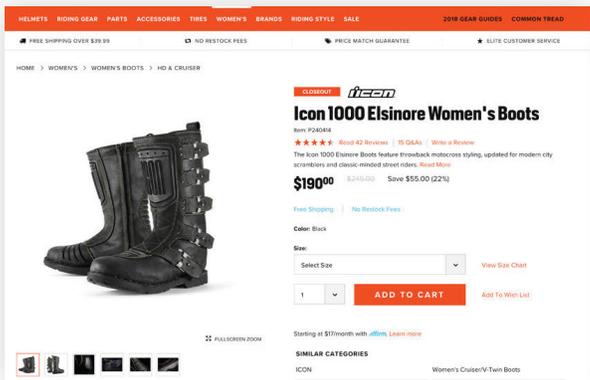
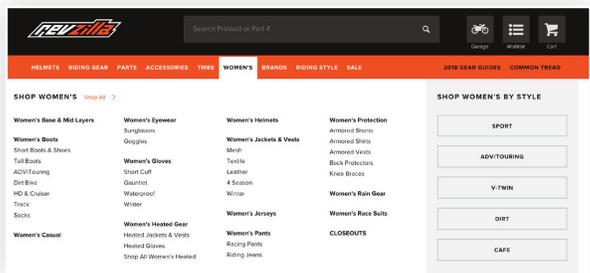
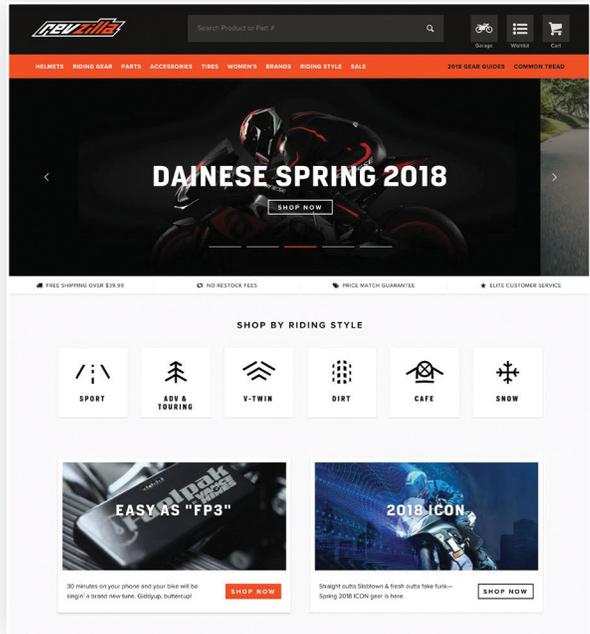
USAA.com



Another trend relevant to healthcare is the idea of progressive engagement and self-paced learning. The e-commerce/retail site Revzilla sells motorcycle gear, but what makes it unique is how they speak to riders of all experience levels. From the homepage, the user can choose the type of riding they prefer, or dive into products based on gender and type of product. Each product has reviews, in-depth descriptions and instructional videos speaking about what the product is good for with highlights of the products features. The reviews provide a consumer viewpoint about everyday use of a particular product for both the experienced rider and the new rider. Product descriptions allow the experienced rider to dive into the details and find the product he or she is looking for. The product videos talk about the pros and cons as well as details of a product, great content for the new rider who may not be sure what type of boot, helmet, etc. would be best. All of this allows the user to learn about the products from the site and other customers at their own pace or bypass it completely and purchase the product they want.

All of this raises the bar not only for e-commerce websites, but also for sites that deal with complex, emotional subjects like healthcare. Constantly evolving digital capabilities mean healthcare must push to keep up with patients' and users' expectations. This becomes extremely difficult when the site is built around the business model of the health system or hospital, making change a huge hurdle. Patients do not care about the doctors' reporting structure or how they get paid. They care about accessing the right care when they need it. It is not the patient's problem if the systems do not communicate well on the back end, and it cannot be made their problem.

revzilla.com



04 | Solving the Patient's Problems

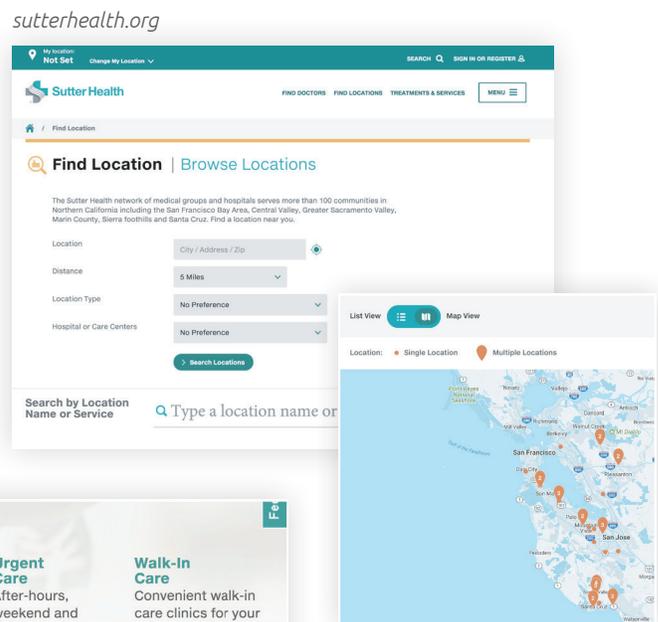
As we have explored general consumer trends and trends in healthcare sites, the overarching theme within patient centricity is solving the patient's problems. To be successful, it's important to understand why the patient is most likely on the site and give them what they need to complete their task. Do it quickly and easily, don't make them work for it. Aim for a frictionless experience. Give them the tools they will need upfront. Some of these include: find a doctor, find a clinic, available types of care, ER wait times, access to pay a bill, etc. These are crucial, high-traffic homepage items that quickly guide the user to accomplish their goals.

Another imperative function is helping the patient decide what kind of care is best: urgent care, emergency, walk-in, primary, or secondary. Healthcare is very complex, and many patients may not be sure which type of care will suit their needs. Additionally, providing this kind of information could potentially cut down on unnecessary ER visits that are so costly and time consuming to both hospitals and patients, driving up healthcare costs for everyone.

Next, make wayfinding simple and logical for the patient. This can range from simple menu structure to landing pages to clickable links.

Give the patient relevant and timely information. For instance, during flu season, the presence of flu protocols, promotion of flu shots, and where to get them should be prominently featured on the home page. By providing this content immediately, it reduces the likelihood of the patient not finding this information via search. This is a great way to inform patients about any public health issues that may affect them throughout the year.

Finally, an important component is providing logistical information to help the patient complete their task. This means content as complex as helping them navigate insurance coverage to simple things like directions, public transportation options, and parking at their chosen clinic. Some sites even provide a list of items to bring to an appointment and travel information if the patient is coming in from out of town.



The Sutter Health Network of Care

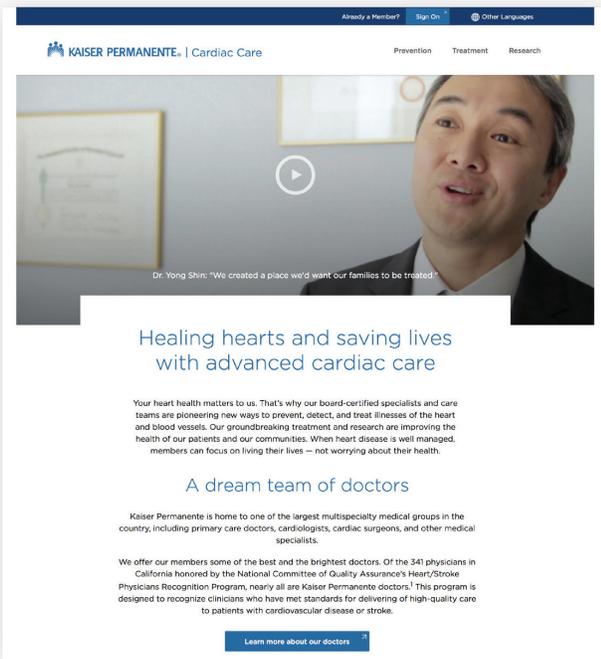
Expertise to fit your needs	Primary Care Check-ups, screenings and sick visits for adults and children.	Specialty Care Expertise and advanced technologies in all areas of medicine.	Emergency Care For serious accidents, injuries and conditions that require immediate medical care.	Urgent Care After-hours, weekend and holiday services.	Walk-In Care Convenient walk-in care clinics for your non-urgent health needs.
------------------------------------	---	--	--	--	--

05 | Tone & Voice

Another hurdle for healthcare websites is language. Healthcare is an inherently technical industry that has to work hard to use a mixture of conversational and medical language in order for patients to understand doctors and for doctors to connect with patients (an issue that extends into search, which we will discuss below). This effort is merely to bridge the gap in understanding; we then have to consider the idea of solving the patient's problem. Tone and voice are a key component of this. Providing the right content in the right voice can guide the patient through the difficulties of obtaining the correct medical care. Using a friendly tone and natural

language puts the patient at ease, creates a feeling of empathy, and allows them to better understand the provided information.

But as was noted previously, healthcare websites have to be careful with language becoming too casual and informal, as it can come across as false and uncaring. The chosen brand voice must strike a balance of authority and candor. While the patient wants to be told how to navigate making an appointment simply and easily, he or she does not want to be told "cancer is a bummer."



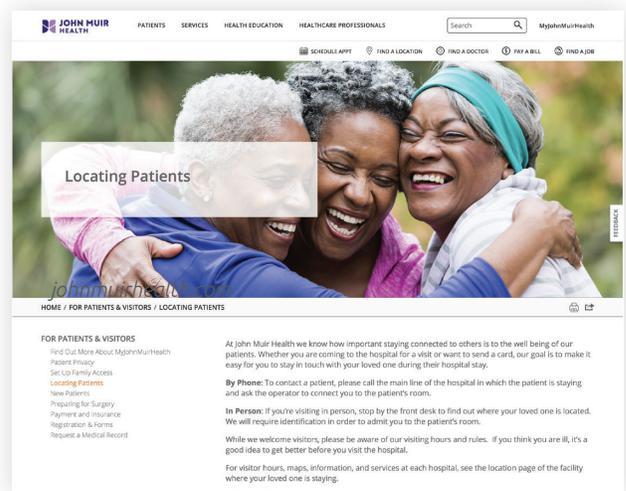
The screenshot shows the Kaiser Permanente Cardiac Care website. At the top, there are navigation links for "Already a Member?", "Sign On", and "Other Languages". Below the navigation is a header with "KAISER PERMANENTE | Cardiac Care" and sub-navigation for "Prevention", "Treatment", and "Research". The main content area features a video player with a play button and a quote from Dr. Yong Shin: "We created a place we'd want our families to be treated." Below the video is a headline: "Healing hearts and saving lives with advanced cardiac care". The text describes the hospital's commitment to heart health and mentions that the staff consists of board-certified specialists and care teams. A sub-headline reads "A dream team of doctors". At the bottom, there is a button that says "Learn more about our doctors".

healthy.kaiserpermanente.org



The screenshot shows the Memorial Sloan Kettering Cancer Center website. The top navigation bar includes "Giving", "Our Locations", and "Find a Doctor". Below this is a secondary navigation bar with "For Adult Patients", "For Child & Teen Patients", "For Healthcare Professionals", and "For Research Scientists". The main content area has a breadcrumb trail: "For Adult Patients / Your Experience / Becoming a Patient". The headline is "Making an Appointment". Below this is a section titled "Meet Our Care Advisors" with the URL "mskcc.org". The text explains that if someone you know has been diagnosed with cancer, you can contact the Patient Access Service for an appointment, with no referral necessary. It also mentions that the service is staffed by specially trained oncology nurses and care advisors who work closely with physicians.

mskcc.org



The screenshot shows the John Muir Health website. The top navigation bar includes "PATIENTS", "SERVICES", "HEALTH EDUCATION", and "HEALTHCARE PROFESSIONALS". Below this is a secondary navigation bar with "SCHEDULE APPT", "FIND A LOCATION", "FIND A DOCTOR", "PAY A BILL", and "FIND A JOB". The main content area features a large image of three elderly women hugging, with the headline "Locating Patients". Below the image is a list of links for "FOR PATIENTS & VISITORS": "Find Out More About MyJohnMuirHealth", "Patient Privacy", "Get Up Family Access", "Locating Patients", "New Patients", "Preparing for Surgery", "Payment and Insurance", "Registration & Forms", and "Request a Medical Record". The text explains that the goal is to make it easy for patients to stay in touch with their loved ones during their hospital stay. It also provides instructions for contacting the hospital by phone and in person, and mentions that visitors should be aware of visiting hours and rules.

johnmuirhealth.com



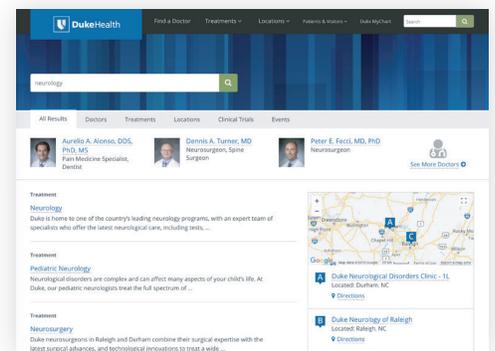
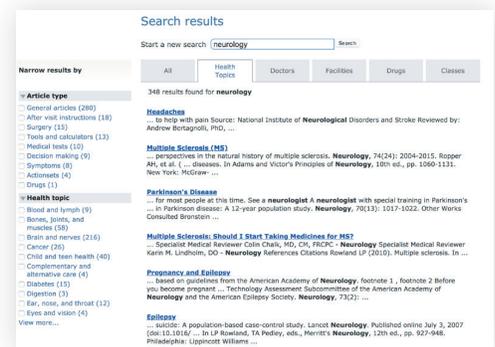
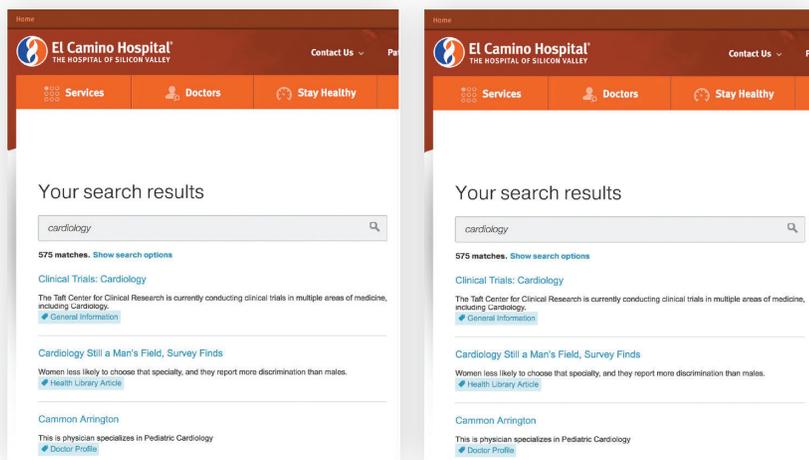
06 | Search

While search means many things for a website, it is a critical component to helping the patient find what they need. The most difficult operation for most healthcare sites is the overall search function. Many healthcare site searches run into issues like outdated articles, bad assumptions about what the patient is searching for, or a lack of integrating natural language searches.

Natural language search is a major issue. For example, if a patient searches for “heart doctor”, the results should populate cardiologists and possibly a cardiology landing page, locations of cardiology clinics, and information on common conditions. Another complicating factor is multiple names for the same area of health. We found that different providers called Cardiology by Heart & Vascular, Heart Institute, or Cardiovascular Care. Women’s Health could be called Gynecology, Ob/Gyn, Primary Care, Women’s Services and many other names. Neurology went by Neurology Services, Neurosciences, or Neuroscience Institute. All of this complicates search, and often the patient will end up with different results based on the chosen term, or no search results because they used a natural language term the site does not support.

For example, we found instances of sites referring to their Cardiovascular program as Heart & Vascular, yielding incorrect results or no results when searching for “cardiology” on their site. Building search results around the healthcare system’s business model rather than common terminology prevents the patient from finding what they need. In another example, if a patient searches for asthma, the results should contain Pulmonology and possibly Pulmonologists. However, if a patient is searching for Pulmonology, this does not mean that they are looking for information related to asthma.

Additionally, accommodations should be made for natural word searches such as “lung doctor” or “lung problems” to yield the most likely desired results. This falls under the burden of being everything to everyone, an unfortunate task for complex, technical industries in the public sector. Accurate search results are crucial for any health website in order to help the patient/user to become an active participant in the care of their family and themselves.



Given the vast nature of healthcare information and the need to keep website navigation clean and easy, some sites have opted to use guided search to help the patient find what they need. Guided search is a great method to reduce abandonment and site frustration. First, landing pages provide a starting point for the patient. A landing page is an organized way to allow a search deeper into a particular subject. Typical landing pages include specialty pages (Cardiology, Neurology, Orthopaedics, etc), Patient Information, and Insurance. Then within each landing page are the top 8-10 sub-categories (related ailments, doctors, clinics) in clickable links taking the patient directly to that content reducing the chance of misdirection or abandonment. Some good examples in healthcare are using it to provide a path from landing pages of broader topics and to boost the Find a Doctor tool.

Neuroscience Services

When you have a complex condition of the brain, spine or central nervous system, you need advanced care and a team of compassionate specialists. Experts in the Sutter Health network offer comprehensive diagnostic and treatment options, including neurosurgery and interventional neuroradiology, so you can get the care that best meets your needs.

Featured Services

Alzheimer's and Brain Health	Autism Services	Back and Spine Services
Epilepsy and Seizure Services	Headache and Migraine Care	Interventional Neuroradiology
Neuro-Oncology: Brain and Spinal Cord	Neurodiagnostics	Neurology
Neuromuscular and Peripheral Nerve Disorders	Neurosurgery	Parkinson's, Tremor, and Movement Disorder Care
Pediatric Neurology and Neurosurgery	Sleep Medicine	Stroke and Neurovascular Care

Expert Neurological Care

When you choose Sutter Health, you gain access to a network of experts who provide advanced treatment of complex conditions of the brain and spine, including Alzheimer's, autism, stroke, epilepsy, movement disorders and headaches.

Specialists in the Sutter Health network provide comprehensive evaluation and treatment plans and offer minimally invasive procedures for a variety of neurological conditions.

Sutter Health is also a leader in neurological research. Our three Neuroscience Institutes in Sacramento, San Francisco and the East Bay are considered some of the most comprehensive neurological centers in the United States, with a wide range of neurological specialists who are all trained in compassionate care.

In 2017, CareChex ranked two Sutter Health campuses in the top 10 percent of hospitals in California for medical excellence in neurological care. CareChex also named two Sutter Health campuses in the top 10 percent in California for medical excellence and patient safety in major neurological surgery. And our stroke care programs are also nationally acclaimed. Twelve primary stroke centers were given the Gold Seal of Approval from The Joint Commission's Quality Check.

sutterhealth.org

Probably the most crucial search tool on a healthcare website is Find a Doctor. We found that Duke Health has the most compelling take on guided search with their Find a Doctor tool. The patient is presented with the complete list of doctors in the system, then prompts allow the patient to filter by specialty, gender, insurance, spoken languages, location, etc. As the patient makes choices, the number of doctors decreases until an acceptable list of potential choices is presented to the patient. Another key part of a successful Find a Doctor tool is a well-rounded doctor profile. Along with the usual information of name, specialty background and clinic locations, an enhanced profile will include a photo, sub-specialties, and sometimes ratings and videos of the doctor.

Find a doctor that's right for you.

I want to see a [dropdown] **2758** Total Doctors

Search by Doctor's Name [input] Need Assistance? Please Call 855-855-6484

Find a doctor that's right for you.

I want to see a *specialist* in *cardiology* **151** Matching Results

SEARCH FOR A CONDITION [input]

Accepting: [dropdown] Location: [input] Within: [dropdown]

Gender: [dropdown] Languages: [dropdown] Insurance: [dropdown]

Sort by: [dropdown]

Dr. Dennis M. Abramo, MD
Cardiologist
Sutter Health Member
5.0 out of 5

Dr. Sana M. Al-Khatib, MD, MHS
Heart Transplant
Sutter Health Member
4.9 out of 5

Piedmont Find a Doctor Services Patients & Visitors Locations Give

Return to search results for **Heart & Stroke**

David Andrew Dean, MD
Cardiologist
Sutter Health Member
5.0 out of 5

About David Andrew Dean

Dr. David Dean is a cardiovascular surgeon and surgical director for heart transplant and device therapy at Piedmont Triad. He is board certified in cardiac transplantation, interventional cardiac and center surgery. Dr. Dean is a graduate of UCLA, Robert Wood Johnson Medical School and completed his residency and fellowship at Stanford University Medical Center in California. He is also board certified in interventional cardiac and is the heart team leader at the Organ Transplant and Family Support Services Unit at the Organ Transplant and Family Support Services Unit at the Organ Transplant and Family Support Services Unit at the Organ Transplant and Family Support Services Unit.

Doctor Gender: Male
Language: English
Age Groups: Adults
Affiliations: Piedmont, Sutter Health
Networks: Employee

piedmont.org



Find a Clinic is another incredibly important search tool on healthcare websites. Find a Clinic needs similar parameters like location and specialties, but additional filters like type of care and hospital affiliation complete the process. More valuable information for clinics is wait times, hours, directions, parking information, and a scalable map view. Additionally, the best sites have integrated finding the doctors with clinics so that the patient can see which doctors work at which clinics and vice versa.

sutterhealth.org

Our Doctors

stanfordhealthcare.org



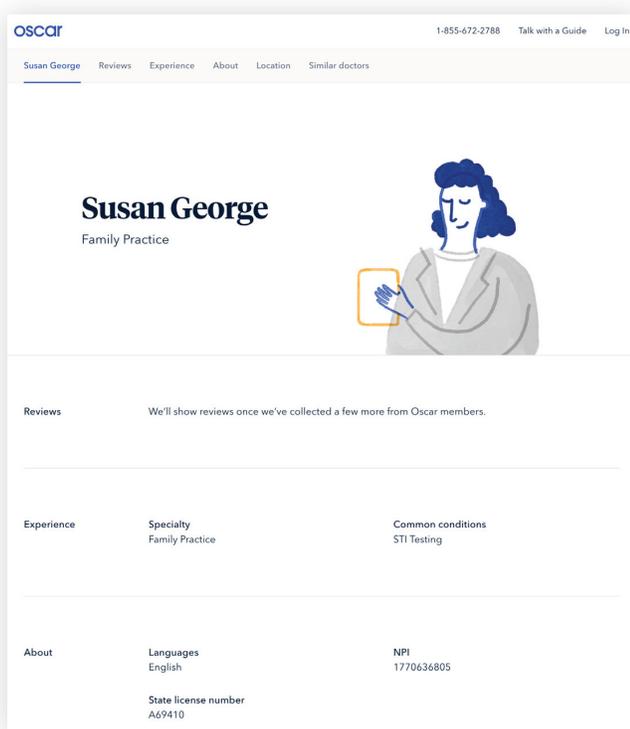
07 | Conclusion

The current penchant for overly simple healthcare sites is discouraging trends towards better, user friendly websites that genuinely work to help the patient navigate the healthcare system and solve their healthcare needs. It ignores the nature of this industry, rather than embracing the complexity to enhance and clarify the patient's experience.

On the other end of the spectrum, traditional hospital and healthcare systems must work to bridge the gap between business model and patient focus, that currently compounds the existing labyrinth of healthcare.

Healthcare websites are under tremendous pressure to deliver on the promises of other consumer-based digital development, all while maintaining regulatory compliance and patient privacy. This has led to a severe digital lag within the entire industry. This is a daunting proposition that can be somewhat mitigated by making language changes (tone and voice), organizational changes (landing pages), adding content (full doctor profiles, types of care information, clinic information), and improving search functionality in some simple ways.

All of these components add significant value to a healthcare website, helping the patient find what they need to navigate the complex world of healthcare feeling confident in their decisions. While no one is doing it perfectly, many health systems and hospitals have made great strides in moving forward trying to keep up with growing digital capabilities.





About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 10 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini Invent enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini Invent is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion. People matter, results count.

Learn more about us at

www.capgemini.com/invent