accelerate
HIMSS SOLUTION

Content Strategy Update

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Content Strategy Lead
October 27, 2021

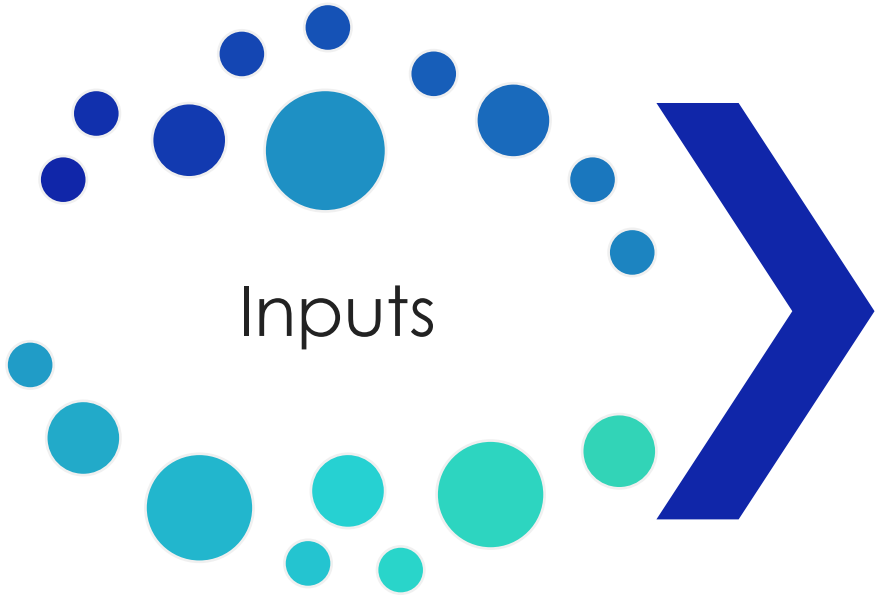
Agenda

- Purpose of Content Strategy
- Content pillars and how they flex by domain and iterate
- Applying the pillars to our cross-functional work

Content is a **business asset,** and our strategy ensures that each piece of content answers a **clear use case** and meets a **specific business objective**.

Useful, Usable, Well-Structured, and Easily Found

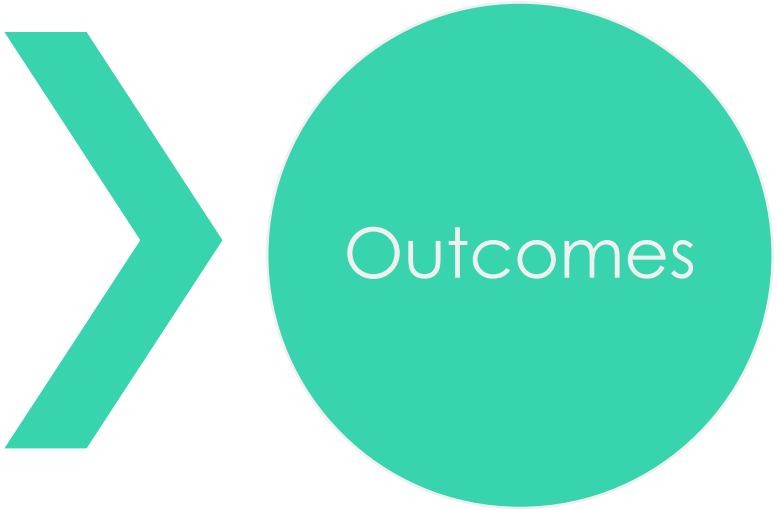
Our strategic approach: Pillars



- HIMSS Mission and Vision
- McKinsey research
- Foundational strategy work by launch team
- HIMSS Media performance data
- Brand architecture and voice
- Initial guiding principles for content

Pillars

- Operational Efficiency
- Care Delivery
- Career & Professional Growth
- Healthcare Data Analytics
- Technology Utilization and Innovation



Our initial guiding principles will remain the same for now

Audience-centric

Curate content coming into the platform to ensure that is it most relevant to our audience's needs.

Enable users to filter their content experience within the platform to find the topics most important to them.

Balanced

Embrace a diversity of sources and types, both from within HIMSS and our 3rd party partners, to demonstrate the platform's convener approach and ensure no voice too dominant.

Diverse

Feature a variety of content formats ie. text, video, audible and data visualizations produced in a variety of lengths and depth choices to meet consumer consumption preferences.

Our content pillars are the overarching guide to themes and topics

These will iterate over time as we learn more about our users, their needs and their behaviors, our partner organizations' shifting priorities, and the exponential growth of the healthcare industry

Pillar	Operational Efficiency	Care Delivery	Career & Professional Growth	Healthcare Data Analytics	Technology Utilization and Innovation
Key Concept	Identifying and integrating organizational and cultural adjustments necessary to make that innovation work	Linking consumer expectations and needs to care pathways, care teams and sites of care	Development, collaboration and training to stay relevant, compliant and marketable	Using data and its applications more effectively and securely	Transformative technologies critical to achieve tangible outcomes for health, clinical burden, efficiency and cost

Pillar: Operational Efficiency

Concept

Identifying and integrating organizational and cultural adjustments necessary to make that innovation work

Digital transformation requires leaders to modernize operations to achieve value with efficiency, accelerate business goals and amass savings and get buy-in from stakeholders as new digital solutions are introduced and implemented. Accelerate guides those leaders through the organizational and cultural adjustments to make that innovation work.

Themes

- Benchmarking & assessments
- Change management
- Cost savings
- Digital trust
- Growth, expansion & partnerships
- Leadership
- Lean operations
- Logistics
- Maturity models
- Performance improvement
- Professional development
- Retention & recruitment strategies
- Training & learning
- Transformational cost strategies
- Workforce development & upskilling

Sample pain points related to themes

How do you differentiate value-producing technologies from hype?

As a leader, what are the critical steps in managing the change process? How do you leverage digital strategies throughout your organization to benefit all aspects of health care?

How do I foster a workforce that's educated on trends, processes, research, and technology to achieve digital transformation?

What is the best way to scope, scale, and lead digital transformation that can deliver financial results?

Pillar: Care Delivery

Concept

Linking consumer expectations and needs to care pathways, care teams and sites of care

Digital transformation can be used to engineer human healthcare experiences that truly matter and bring about meaningful ways of addressing the socio-economic aspects of healthcare. Accelerate enables organizations and professionals deliver on the unique and rapidly evolving consumer and market needs requires systematic changes to care pathways, care teams and sites of care.

Themes

- Alternative care settings
- Acute care in the home
- Care models
- Clinical workforce practices
- Improved patient care services
- Patient access (e.g., rural health, broadband access)
- Population & public health
- Precision medicine
- Public policy

Sample pain points related to themes

How can my organization leverage innovation to improve experiences patient care services while driving affordability, quality and convenience?

Which technologies will provide more cost-effective, patient-centered, quality care?

Which advanced techniques should clinicians be using for precise diagnosis and proper treatment?

How can my organization close health equity gaps, address social determinants of health and generally improve access?

Pillar: Career & Professional Growth

Concept

Development, collaboration and training to stay relevant, compliant and marketable

In an age of rapid medical and technological advancements, acquiring new skills and knowledge is essential to keep up. Accelerate provides avenues for professional development, collaboration and training that can can free up time for patient visits, radically improve the care that's delivered, lessen administrative and regulatory burdens, and improve one's marketability as a job candidate.

Themes

- Adapting to change & embracing automation
- Career pathing & transitions
- Certifications & maintenance
- Clinical performance
- Culture & environment
- Digital workspaces
- Emerging jobs (in health informatics & health analytics)
- Nascent learning technologies
- Interprofessional cooperation & collaboration
- Job search strategies
- People leading
- Professional growth
- Time management

Sample pain points related to themes

What are the continuing education credits I need to maintain or advance my career?
Which certifications are the right ones for me to advance my career and validate my expertise?
Where can I go to learn best practices and get career advice?
Which medical technologies should I focus on learning about for my particular areas of practice?
How can I transition from clinical practice to operational leader?

Pillar: Healthcare Data Analytics

Concept

Using data and its applications more effectively and securely

Healthcare systems are catching up with immediate data challenges while simultaneously looking to the future of data to improve clinical outcomes, keep people healthy and lower costs. Accelerate provides resources and training for understanding data, and using it more effectively and securely to do healthcare differently.

Themes

- AI and machine learning
- Big data
- Cybersecurity & privacy
- Informatics
- Data analytics
- Data lakes
- Data management & technology optimization
- Data-driven models
- Data-led prediction & prevention
- EHR
- Incident response planning
- Interoperability
- Personalized medicine
- Predictive analytics
- Clinical decision support

Sample pain points related to themes

How can clinicians use basic patient data and analytics to make real-time care decisions?

How can my organization use on-demand analytics allow for real-time modification of workflows, care delivery, documentation and staffing?

What do predictive analytics have to do with consumer-centricity?

What's data's role in developing more transformative strategies that include entire patient populations?

What are the pitfalls with leveraging AI?

Pillar: Technology Utilization and Innovation

Concept

Transformative technologies critical to achieve tangible outcomes for health, clinical burden, efficiency and cost

Hand-in-hand with data, transformative technologies, like augmented reality, advanced diagnostic tools, and hyper-automation are critical address real-world problems and achieve tangible outcomes for health, clinical burden, efficiency and cost.

Themes

- Blockchain technology
- Chatbots
- Cloud computing & technologies
- Collaboration software & business apps
- Communication & collaboration tools
- Digital & augmented reality
- Hardware
- Internet of Things
- Mobile workstations
- Patient scheduling solutions
- Medical devices & equipment
- Robotics
- Telemedicine
- VR & Simulation
- Wearables

Sample pain points related to themes

How can I learn more about leveraging in-home testing devices and contactless services?

What are some of the ways augmented and virtual reality are being integrated across the care spectrum?

Which new and improved equipment should I invest in for my practice?

How do I use this software my employer requires me to use?

How the content pillars flex for Professional Development

Leaning in to needs of our primary personas

Pillar	Operational Efficiency	Care Delivery	Career & Professional Growth	Healthcare Data Analytics	Technology Utilization and Innovation
Sample Themes	• Benchmarking & assessments • Change management • Cost savings • Digital trust • Growth, expansion & partnerships • Leadership • Lean operations • Logistics • Maturity models • Performance improvement • Professional development • Retention & recruitment strategies • Training & learning • Transformational cost strategies • Workforce development & upskilling	• Alternative care settings • Acute care in the home • Care models • Clinical workforce practices • Digital medicine • Improved patient care services • Patient access (e.g., rural health, broadband access) • Patient access • Population & public health • Precision medicine • Public policy • Telehealth • Remote patient monitoring	• Adapting to change & embracing automation • Career pathing & transitions • Certifications & maintenance • Clinical performance • Culture & environment • Digital workspaces • Emerging jobs • Nascent learning technologies • Interprofessional cooperation & collaboration • Job search strategies • People leading • Professional growth • Time management	• AI and machine learning • Big data • Cybersecurity & privacy • Informatics • Data analytics • Data lakes • Data management & technology optimization • Data-driven models • Data-led prediction & prevention • EHR • Incident response planning • Interoperability • Personalized medicine • Predictive analytics • Clinical decision support	• Blockchain technology • Chatbots • Cloud computing & technologies • Collaboration software & business apps • Communication & collaboration tools • Digital & augmented reality • Hardware • Internet of Things • Mobile workstations • Patient scheduling solutions • Medical devices & equipment • Robotics • Telemedicine • VR & Simulation • Wearables

**Red items map to onboarding data*

How the content pillars flex for Insights

Guiding discovery of competitors, innovators and who presents this content seamlessly.

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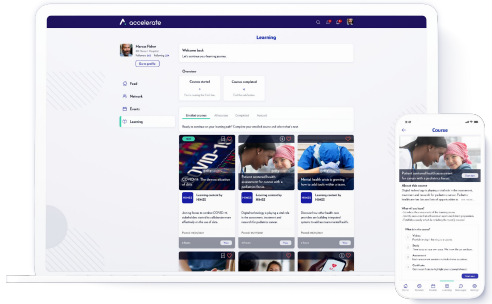
**Red items map to onboarding data*

While our topics are more domain agnostic, the content *types* will vary based on domain purpose/role/user intent

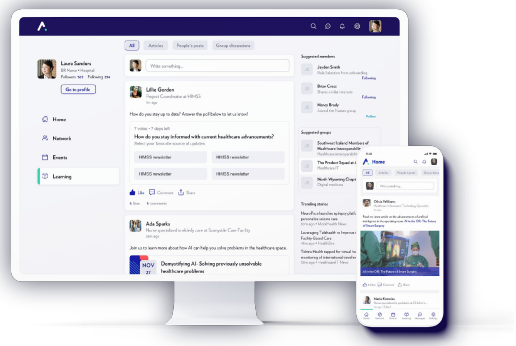
Professional Development



Learning content for upskilling workers, maintaining credentials and personalized learning paths

- Self-Guided Courses
- Continuing Education Credits
- Live Event Recordings

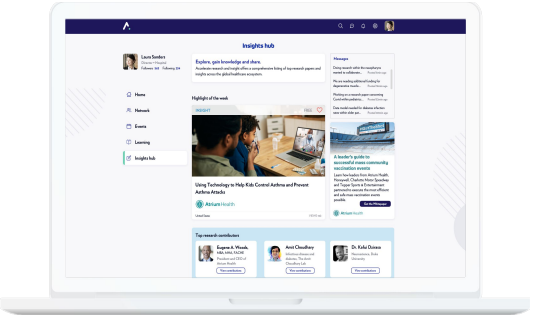
Professional Network



Traditional newsfeed functionality and live events to stay connected in real time

- Shared Posts
- RSS Feed
- Interviews
- Webinars
- Roundtables

Insights Hub

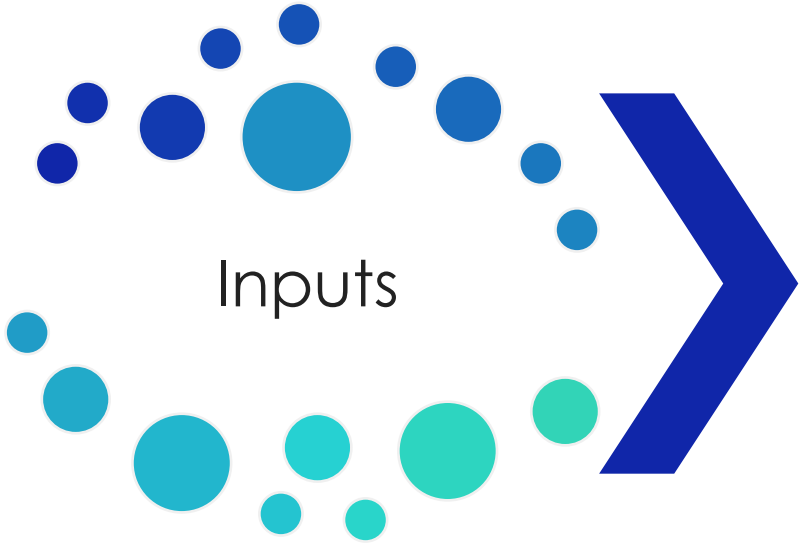


Curated and original research, insights and perspectives from thought leaders and innovators across the globe

- Research
- Opinion & Perspectives
- Case Studies
- News
- Whitepapers
- Podcasts

**Q1 2022 launch planned*

Our strategic approach: Intended outcomes



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- Brand architecture and voice
- Guiding principles

Pillars

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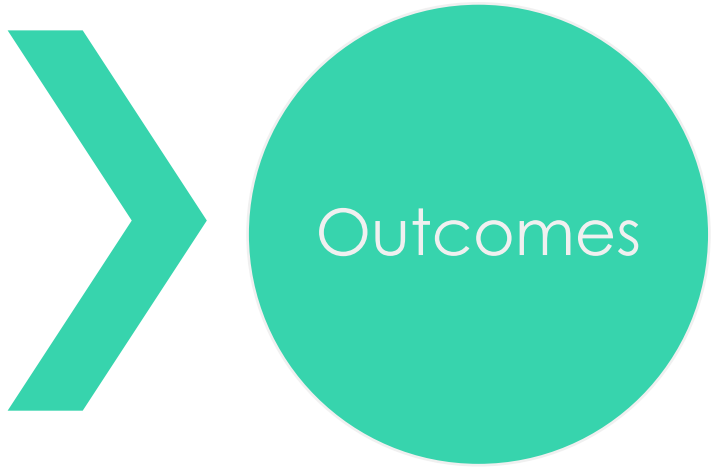

- User benefits from an organized portfolio
- Personalized content journeys
- Improved CX
- Sales can identify gaps and opportunities
- More meaningful investor and biz dev conversations
- Maximize content investment through scale, reuse, discovery
- Boost marketing efforts
- Better analytics for content providers and the business

Our pillars are foundational to the work that's done across the business.

By putting a stake in the ground with our pillars and define the product story, we're able to drive successful business outcomes for Accelerate and our strategic partners, while empowering the end user and propelling the healthcare industry forward.

Supports Design & Development

How:

- Product drives their entire experience. It shapes the customer journey and their impression of your product. The more it's incorporated upstream, the more chances of success.
- Upstream, it supports the strategic direction of the product.
- Downstream, it provides a lens through with the content and copy come to life within the designs.

The Result:

- More streamlined product cycle (i.e. speed to market)
- Reduces abrasion (i.e. fewer issues tackled by UST)
- A more successful product

Example

- Insights Hub Planning

Guides Platform & Content Organization

How:

- Taxonomy and tagging structure are direct builds on the pillar foundation.
- These elements define how content is organized and aids in navigation, filtering and discovery for the end user and operational efficiencies on the back end.
- Tags are also used to drive personalized experiences in multiple ways.

The Result:

- Maximizes investment in content by enabling multiple avenues of discovery
- As a business asset, these allow for content reuse and managing the content lifecycle (reviews, sunsetting, expiration of CEUs, etc.)
- More robust and actionable user analytics for the business and partners

Example

- PD Taxonomy

Facilitates More Focused Investor & Biz Dev Conversations

How:

- Sales can identify gaps and opportunities around pillars and themes based on their core capabilities and build conversations that speak to the intersection of their content and Accelerate's story.
- Where might we be over saturated with content? Where have we not looked before?

The Result:

- More laser focused partner identification

Example

- CE Strategy

Builds More Strategic Content Partnerships

How:

- Using the pillars to guide their own storytelling on the platform. Helping them envision their content, their voice, their brand on Accelerate.
- Used as a device for showing partners how to maximize content investment through scale, reuse, discovery.

The Result:

- Stronger partnerships, longer relationships, more opportunities for growth via existing partners and proof of concept for new partners

Example

- Future conversations with existing partners and new ones

Fuels Marketing & Engagement Efforts

How:

- The pillars and their themes can be used to plan campaigns, crystallize messaging and proof points, and inform calendar planning.
- Marketing has dependencies on the product roadmap, the pillars and the subsequent content to fuel communication strategies. The pillars and their themes can be used to plan campaigns, crystallize messaging and proof points, and inform calendar planning.
- For Events with influencers and thought leaders, the pillars provide guidance for content they bring to the newsfeed, the conversations they have in groups, and the events they co-produce with Accelerate

The Result:

- New content driven by the pillars and the pillars themselves create new opportunities for reaching new audiences.
- Increased and higher quality of engagement when we support individuals invested in bringing content to the platform

Example

- GC content

Activation

Sequencing the work in parallel with product roadmap priorities

Set up 1-1 worksessions with cross-functional partners to review use cases and activation
Socialize with existing partners to help them envision their content on Accelerate and map process for new partner discovery
Create style guide that incorporates modulation of the pillars, brand voice and nomenclature (+UX writing guidelines)
Conduct content audit (using pillars and style guide) as lens to identify gaps and areas for improvement
Further define taxonomy and tagging approach and incorporate into roadmap, starting with PD

Appendix

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Content Strategy

Conclusion
Your Opening Assertation

Content is a business asset and content strategy is critical to delivering on the value prop for our partners and the user experience of the platform.

Content strategy connects user needs, platform engagement, and business priorities to deliver content that is useful, usable, well-structured, and easily found.

Dependencies

We are dependent on:
Product, UX, Tech, Analytics

Who is dependent on us:

Product, Biz Dev, UX, Marketing, Engagement, UST

Evidence
Apply the Rule of Three

- Developed **content pillars**, which are the crystallization of themes and topics that underscore Accelerate's purpose. This foundational work enables a focused approach to content planning, facilitates more meaningful investor and biz dev conversations, drives successful content partnerships, and supports an improved user experience.
- Created **taxonomy and tagging** structure. These aid in content organization, content discovery, dynamic recommendations, on-site search, SEO and the capture of better analytics for content providers and the business.
- Designed a CE strategy to drive the business forward with an approach for targeting PD content partners and bringing differentiating and innovative content types to the domain. The approach sets up Accelerate as a means for partners to maximize content investment through scale, reuse, discovery.

So-What
The Call to Action

Everything is content – the words on a screen, videos, icons, navigation labels errors and success messages, and FAQs, to name a few – and content strategy directs its planning, execution, standards, and governance.

So if you have an idea or question related to any of the above, Kate can help.

Content Strategy – Pillars and Framework

Pillar	Operational Efficiency	Care Delivery	Career & Professional Growth	Healthcare Data Analytics	Technology Utilization & Innovation
Concepts	Digital transformation requires leaders to modernize operations to achieve value with efficiency, accelerate business goals and amass savings and get buy-in from stakeholders as new digital solutions are introduced and implemented. Accelerate guides those leaders through the organizational and cultural adjustments to make that innovation work.	Digital transformation can be used to engineer human healthcare experiences that truly matter and bring about meaningful ways of addressing the socio-economic aspects of healthcare. Accelerate enables organizations and professionals to deliver on the unique and rapidly evolving consumer and market needs requires systematic changes to care pathways, care teams and sites of care.	In an age of rapid medical and technological advancements, acquiring new skills and knowledge is essential to keep up. Accelerate provides avenues for professional development, collaboration and training that can can free up time for patient visits, radically improve the care that's delivered, lessen administrative and regulatory burdens, and improve one's marketability as a job candidate.	Healthcare systems are catching up with immediate data challenges while simultaneously looking to the future of data to improve clinical outcomes, keep people healthy and lower costs. Accelerate provides resources and training for understanding data, and using it more effectively and securely to do healthcare differently.	Hand-in-hand with data, transformative technologies, like augmented reality, advanced diagnostic tools, and hyperautomation are critical address real-world problems and achieve tangible outcomes for health, clinical burden, efficiency and cost.
User Needs & Knowledge Gaps	How do you differentiate value-producing technologies from hype? As a leader, what are the critical steps in managing the change process? How do you leverage digital strategies throughout your organization to benefit all aspects of health care? How do I foster a workforce that's educated on trends, processes, research, and technology to achieve digital transformation? What is the best way to scope, scale, and lead digital transformation that can deliver financial results?	How can my organization leverage innovation to improve experiences patient care services while driving affordability, quality and convenience? Which technologies will provide more cost-effective, patient-centered, quality care? Which advanced techniques should clinicians be using for precise diagnosis and proper treatment? How can my organization close health equity gaps, address social determinants of health and generally improve access?	What are the continuing education credits I need to maintain or advance my career? Which certifications are the right ones for me to advance my career and validate my expertise? Where can I go to learn best practices and get career advice? Which medical technologies should I focus on learning about for my particular areas of practice? How can I transition from clinical practice to operational leader?	How can clinicians use basic patient data and analytics to make real-time care decisions? How can my organization use on-demand analytics allow for real-time modification of workflows, care delivery, documentation and staffing? What do predictive analytics have to do with consumer-centricity? What's data's role in developing more transformative strategies that include entire patient populations? What are the pitfalls with leveraging AI?	How can I learn more about leveraging in-home testing devices and contactless services What are some of the ways augmented and virtual reality are being integrated across the care spectrum?
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Scope of Content Strategy

	Strategic Planning	Platform Content	Content Partners	Content Performance	Content Ops
Role	Align how **business goals** and **user needs** define content with consideration to the **product roadmap**.	Lead **front-end (what the user sees)** and **back-end (what the technology sees)** content on site.	**Maximize scope of content** across all domains through **partner collaboration**.	Oversee content analytics to **assess effectiveness**, **iterate strategies**, and **optimize performance**.	**Operational framework** for processes, people, and technologies that **enable content activities.**

Key activities	· Set content strategy priorities and roadmap (cross-walked with Product Roadmap)
	· Define pillars (content categories) and themes
	· Plan content hub (R&I) and opportunities for hosting of robust content types
	· Conduct user engagement journey content mapping
	· Track competitive and landscape trends
	· Establish SEO and tagging strategy (site search, AI, SEO)
		· Work lock-step with UX team mapping content to design and copywriting for those designs
		· UI Copy: Gamification, labels, errors, microcopy, helper text, instructions
		· Visuals: photography, iconography, visual cues
		· Metadata: SEO, alt tags, URL structures, open graph tags
		· Voice: Ensure voice and tone is consistent across all content (incl. FAQs, bots, etc.)
		· Content Designer* role will focus on this workstream
			· Define Accelerate's content partner strategy
			· Identify curation opportunities by domain and content pillar
			· Co-creation of partner micro-strategies and distribution plans
			· Partner with Biz Dev for lead gen and relationship building
			· Execution of asset gathering and content publishing (with BD Manager)
			· Content Specialist* role will focus on this workstream
				· Set content KPIs and metrics requirements
				· Monitor content performance
				· Analyze different cuts of data including by audience, keyword, category, search terms (onsite and off)
				· Produce actionable insights and integrate into in-house and partner dashboards
					· Codify governance, process and workflow
					· Documentation of standards
					  · Content style guide
					  · Content lifecycles and maintenance
					  · Criteria for reviews, content types, etc.
					· Assess resourcing needs and create staffing plan
					· Identify necessary technology and tools

Cross-functional partners	· Product · User Engagement	· User Experience · Marketing · User Services Team	· Business Development · Product	· Development · Analytics	· Product · Development · Operations

Accountabilities not in scope.
CS *may* provide a level of support, but only when necessary and in partnership with Marketing, Engagement or UST.

- Marketing campaigns
- Marketing collateral
- Paid media
- Social media

*Open position

	The Value	The Dependencies
Content Pillars	Crystallization of themes and topics that underscore Accelerate's purpose. These are used for content planning, pursue partners with content related to these themes, and the content they bring onto Accelerate. These iterate over time based on user behavior, platform engagement and business priorities	User profiles based on site analytics.
Tagging Strategy	Tags help with content organization, content discovery, dynamic recommendations, on-site search, SEO and understanding what our users care about.	
Content Analytics	Implement additional areas of measurement to assess content performance and effectiveness, iterate strategies, and deliver insights to our partners.	Tagging strategy. Ability for Dev to implement.
PD Course Catalog	Continue to work with Biz Dev to fuel PD with new content. Critical to fulfill partner agreements, drive revenue, build trust, and court new users.	Hiring of Content Specialist. Alignment with HIMSS21 teams on assets. Signed contracts and speed of publishing.
R&I/Content Hub MVP	Provides content partners additional opportunity for on-platform presence of more robust content that's flexible to their needs. Users benefit from more robust and diverse content offering.	Hiring of Content Designer. Product roadmap and dev team bandwidth.
Staffing	Increase the velocity for delivering on content priorities. Senior Content Specialist will be responsible for uploading all PD course content. Content Designer will focus on on-site content and work lock-step with the design team and play key role on R&I.	Available talent pool and competitive hiring market.
Content Partner Strategy	How do we expand our circle beyond the HIMSS Universe? Documents a strategic and repeatable approach for how we target and recruit content partners based on user needs, content pillars, platform strategy and business goals.	Content pillar development. Analytics to build user profiles and understand appetite for content topics.