

Case Study: Outlining a Strategic Plan for a Major Consumer Health Website

2022

A federal agency sought to develop a strategic plan to modernize and streamline its flagship consumer health information website. The site is one of the most widely used health information resources from the federal government, featuring more than 28,000 pages of original and licensed content and attracting over 400 million page visits each year.

Over several months, the team analyzed user and product data to create an informed plan. This high-level outline was used to guide planning discussions with agency leadership and define priorities for the website's next phase of development.

Part 1: Mission, Vision, and Values

Mission: To present high-quality, relevant health and wellness information that is trusted, easy to understand, and non-commercial, in both English and Spanish.

Vision: To become a widely recognized authority in consumer health information.

The strategic plan addresses these questions:

- What are we doing and why?
- Who are our users and what do we know about them?
- What are the information needs of our users?
- How well are we meeting those needs now?
- How can we best provide information to meet their needs in the future?

The strategic plan reflects these identified values:

- Keeps product users at the center.
- Is evidence-based and relies on data for decision-making.
- Is realistic but also forward-thinking. (Meet users where they are, and plan for where they're going.)
- Is flexible and scalable.
- Incorporates input from the team, leadership, partners, and other stakeholders.
- Builds on previous planning and work done by the team.
- Recognizes what's working and *doesn't break it*.
- Aligns with the agency-level strategic plan and outcomes.

Part 2: Strategic Plan Framework - Elements and Objectives

1. Enhance and expand the high-quality consumer health content delivered through the agency's consumer health website.

- a. Improve existing consumer health content and presentation on the website
- b. Integrate consumer health content from legacy resources
- c. Present more consumer health content from sister agencies
- d. Explore sources of consumer health content beyond sister agencies that could be incorporated.

2. Reach more people in more ways by structuring consumer health information as data.

- a. Expand and evaluate the data-sharing API associated with the program
- b. Update the data model, positioning the product as a data service
- c. Explore innovative ways to present and disseminate consumer health information data (e.g., stand-alone app, smart home technology)

3. Connect with users and partners through social media, branding, and other communications.

- a. Continue activities in social media and outreach, and coordinate with other divisions to enhance these efforts
- b. Assess current brand awareness and explore rebranding the website to reflect its broader scope
- c. Communicate significant changes to internal and external stakeholders

Part 3: Project Management Planning

For each task related to an objective, identify:

- Related agency strategic plan area/outcome
- Priority and timeline
- Staff
- Partners, decision-makers, and other stakeholders
- Tools and resources needed
- Related user data/analytics
- Task status: JIRA tickets
- Plan to measure progress and evaluate outcomes
- Communication needs