

## DIGITAL TRANSFORMATION

MODERNISING FOR A BETTER USER EXPERIENCE



Lovisenberg Diakonale Hospital (LDH) is Norway's largest private hospital and a local hospital for around 176,000 people living in central Oslo. The hospital has around 1,300 full-time equivalent employees, and reports annual turnover of NOK 1.8 billion.

Digitisation is having a big impact on the health-care sector. The hospital, which has been in operation since 1868, has decided to respond to this proactively and has worked with Itera to take its first steps towards digitising its activities.

The hospital's old telephone system made some internal procedures awkward, and the user experience for external users was also less than optimal:

- The telephone solution was not properly integrated with the hospital's system for managing employee absence and its employees' calendars, which meant that neither the central switchboard nor employees had an overview of who was at work and who was not. Because of this, up to half of all calls were returned to the switchboard.
- Up to 40% of the hospital's patients and their relatives had to wait on hold for long periods when trying to contact the hospital's polyclinics by phone. After 20 minutes, the calls were automatically cut off, with the callers having to call back.
- Valuable capacity was used for unnecessary work: the old telephone system offered weak

support for finding colleagues' telephone numbers, so many employees were making calls via the central switchboard. This meant that lines were often engaged, with no-one able to get through before a call was completed. The same problem applied to the emergency department, which could be potentially challenging for patient safety.

- There is reason to think that some appointment no-shows at the hospital were due to patients having problems getting through to the hospital by telephone. This may have impacted the hospital's efficiency.

Introducing new technology often involves new ways of working, and so it should be seen as a change project and not exclusively as a technology project. Itera led the hospital through introducing the new telephony system in close collaboration with the management team and the rest of the hospital. With the help of a lean approach, frequent releases, testing, continuous training and methodology inspired by service design, the hospital now has a modern telephony system. This is a strong platform for making internal collaboration as well as external contact with patients and their relatives simpler, and it also provides secure solutions in the event of any coverage problems or downtime.

All employees with personal phones now have a smart phone on which they can view their email and calendar. Useful apps are available for looking up things in the Norwegian Pharmaceutical Compendium (Felleskatalogen) or for correctly



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calculating drug dosages. Call queues are now much shorter or have disappeared entirely, and no-one is cut off or has to wait on hold for a long time.

Itera is proud to have contributed to this important step in Lovisenberg Diakonale Hospital's digitisation journey. The hospital's ambitions and the results it has achieved have been noticed in the healthcare sector, which is one of the areas of society that will undergo the largest changes in the years ahead. Itera aims to contribute to this with its expertise. After all, our vision is to make a difference.

## USER ORIENTATION

GREAT EXPERIENCES. FAST RESULTS.



With customers from a broad range of industries across the globe, Sapa is the world's largest supplier of aluminium. To help ensure good customer communications and a high-quality user experience on digital channels, Sapa asked Itera to assist it with developing a new portal solution.

As Sapa has offices in 40 countries and needs to communicate in 23 languages, it was clear from the start that the solution that was to be developed would be more than average in scope. Itera and Sapa therefore established two main guidelines for the project:

- Customer focus: creating a good user experience by focusing on the customer's industry and making it simpler for customers to contact Sapa.
- Lean approach: testing the concept out as early as possible to avoid resource-consuming alterations and changes later in the process.

The new solution was built around the day-to-day activities and industries of Sapa's customers rather than around Sapa's organisational structure or products. The solution is navigated on the basis of the customer's industry and geographic location, and it accordingly presents customers with content in their local language. Significant emphasis was attached to ensuring the content was relevant and that it was easy to contact Sapa.

The concept was quality-checked using an efficient method to avoid the need for difficult alterations later in the process. Thanks to the use of a flexible project approach, a functional beta-version of the

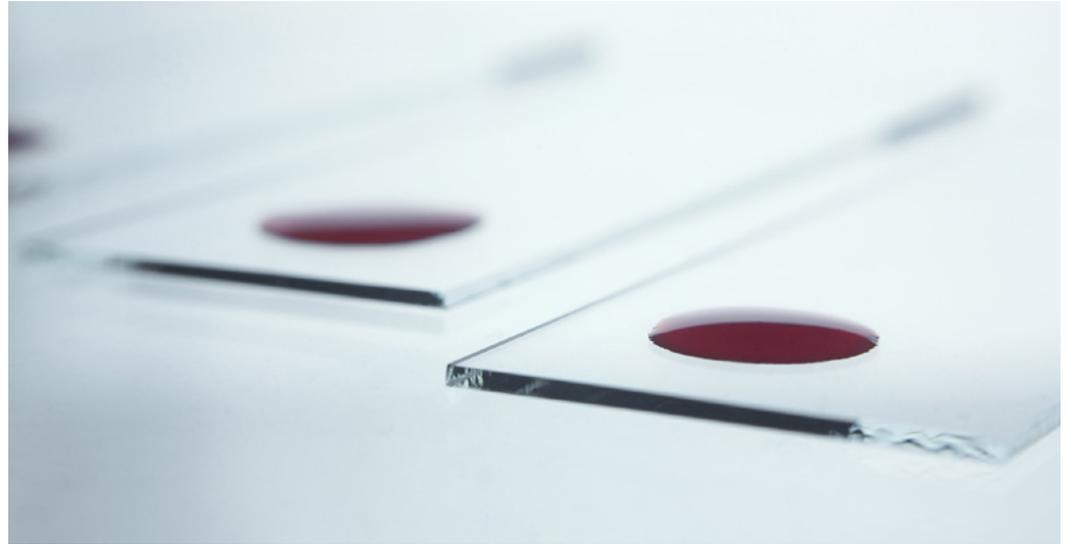
solution was ready in a remarkable three months, and only four months later the full solution was complete, with the content translated into 23 languages. With only six people, the delivery team was very efficient in terms of set up.

The project is a good illustration of how being a complete provider that offers a full range of services in communication and technology enables Itera to create value. Itera delivered the preliminary project, strategy, design, development (EpiServer), content strategy and communications profile for the solution, and also set up Google Analytics, working at all times in close collaboration with Sapa.

The same week that the service was launched Sapa noticed that displaying the 'Contact us' option clearly across the whole solution had a major effect on lead generation.

## eHEALTH

### STRATEGY SPRINT: TARGET VISION FOR 2021



The newly established Norwegian Directorate of eHealth is tasked with ensuring national coordination and direction in the ehealth area, as well as with setting up and managing standards that simplify and improve the healthcare and care sectors. All the Directorate's employees have a target of driving forward high-quality ehealth solutions. The Directorate's vision is to make the Norwegian healthcare system simpler, and it asked Itera to facilitate a week's strategy sprint to develop the framework for a long-term product strategy for helsenorge.no, the online portal for healthcare in Norway.

The Norwegian healthcare service is facing major upheaval as welfare technology will inevitably be an important part of future solutions. The current situation is characterised by the existence of many manual processes as well as old and awkward systems that are incapable of talking to each other. There is also a challenge associated with agreeing on a common language and target vision, both in relation to direction and resource use.

By making extensive use of creative methods, Itera facilitated a process that lasted five working days during which we systematically reviewed the current situation, sketched out and obtained buy-in for a target vision for 2021, and developed an overall plan to deliver this. Individual tasks were used to secure a wide range of inputs, while group discussions and exercises led to buy-in for the results and extended their reach. Methods for mapping areas of agreement and disagreement were introduced with the result that the group was

able to focus its energy and discussions on those areas that we agreed were the most important. Checklists for product development were drawn up and conclusions written down and refined. And, based on the week's input and conclusions, Itera developed a recommended implementation strategy with the following basic points:

- Obtain buy-in for the target vision internally and externally
- Build a culture that permits more agile development
- Balance 'heavy' and 'light' tasks in parallel
- Prepare for active collaboration with external organisations
- Ensure long-term financing

The week was intense, demanding and enjoyable, and was summed up by one individual involved as follows: "We made more progress in five days here than in the previous two years – an impressive methodology well-executed". For our part, we think that if everyone working in ehealth is as competent and committed as those involved in the project from the Directorate of eHealth, the healthcare challenges we are facing will be solved successfully; it is an area in which many people want to make a difference.

**ENERGY**

CONSULTING WHEN FACING DISRUPTION



Many of Itera's customers are seeing their sector or business model disrupted and so need to test out ideas and concepts quickly. Itera has developed its own methodology for this, which combines service design with the principles of lean start-up.

Based on this methodology, Itera has completed a strategy project for an energy group. The reason for the project was the current situation in the energy market, where companies are seeing prices fall and their margins come under pressure. At the same time, major projects are being undertaken to meet new legal requirements, such as introducing automatic measuring systems (AMSs) to enable energy companies to provide customers with a more digital service offering.

Many established energy groups have addressed these challenges by setting up new electricity companies that have new names and lower cost bases. Itera's customer wanted a quick high-quality overview of how to set up a newly incorporated, profitable and innovative electricity company in terms of the organisation, expertise, products and services it would need.

Itera completed this project using both service design and lean start-up principles in collaboration with personnel from the customer's business development and executive management teams. The end product was a report that sketched out what a clear direction for a new and innovative electricity company might be and the next steps towards implementing this.