
Dubai Health Authority

A revolutionary healthcare system for Dubai

The Challenge

The Government of Dubai created the Dubai Health Authority (DHA) to oversee the provision of all health services and to extend free and comprehensive healthcare to everyone living and working in the Emirate.

In confronting such a huge challenge, two key goals began to take shape: how do you overcome the potential for serious resistance to change from key stakeholder groups? How do you involve stakeholders in the co-creation of the new system? Promise Communities was tasked with building an online community which would help answer these critical questions.

Our Solution

As a solution we set up the Dubai Health Authority (DHA) Online Community: an innovative social network technology acting as a 24 hour stakeholder advisory group with 3,500 registered users, 1000 visitors and about 1000 posts a fortnight.

Through discussions, brainstorming, live online workshops, debates, ideation sessions and surveys, members of the Community collaborate to create technical solutions and provide us with early intelligence on public reactions.

We have engaged both professional and consumer audiences. The consumer audience (20% of the sample) includes a very diverse representation from key nationalities and socio-economic groups in Dubai. The professional audience has included representatives from all levels of our key stakeholder groups: employers (10% of the sample), insurers (5% of the sample) and the medical sector (60% of the sample).

In addition we have undertaken problem-solving and built consensus with a large internal DHA audience consisting of government employees and private sector consultants.

Results

The DHA Online Community provided the government with both strategic guidance and tactical innovations:

Strategic

- a collaboratively designed solution reflecting the needs of all stakeholder groups
- established the principles of the system
- the basis for an astute communications strategy, designed with the concerns and anxieties of all parties in mind
- a system of continuous listening, acting as an early warning system.

Tactical innovations (sample)

- identifying that the 25AED service charge was too high
- the creation of a telephone hotline as requested by stakeholders
- identifying the need to open a direct payment channel to the clearing house, rather than relying only on insurers as agents
- medics helped us define what fields needed to be in the patient registration form
- avoiding costly expenditure on newspaper and radio advertising for blue collar patients and identifying TV and SMS as more effective
- identifying the specific communication, language and messaging that is most effective.



"We treated the 3,500 community members as our special advisers. They helped test our proposals, identifying issues and concerns with the design and implementation and the way that we were communicating them, providing important feedback and potential solutions."

**Marcus Pepperell, Vice President
Corporate Communications. FD**
