



Forum for Healthcare Strategists

Healthcare Marketing Summit

April 30, 2014

# Speaking with One Voice

## Unifying Scripps Under a Master Brand Strategy

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# Our goal for today: you take away...

- Five principles for building a great health care brand
- How to define a compelling brand that differentiates you from competitors
- How research can identify your leverageable strengths and build internal support for your brand
- Actionable ideas for creating interactive tools to create on-brand messages

# Building a Great Health Care Brand: Five Principles

# Moving beyond foundational requirements

**PERVASIVE** Embedded throughout the organization

**VISIONARY** Has a clear and compelling vision for the future

**ADAPTABLE** Has a strong platform that enables adaptation

**EXPERIENTIAL** Creates engaging experiences at every touchpoint


**PURPOSEFUL** Has a strong sense of purpose beyond the offering

**SUSTAINABLE** Manageable and implementable

**PERFORMANCE-DRIVEN** Drives tangible business results

A person in a dark suit is silhouetted against a bright sunset over a body of water. The person is holding a black picture frame that perfectly captures the sun as it sets on the horizon. The sky is a mix of orange, yellow, and light blue, while the water below is a deep blue.

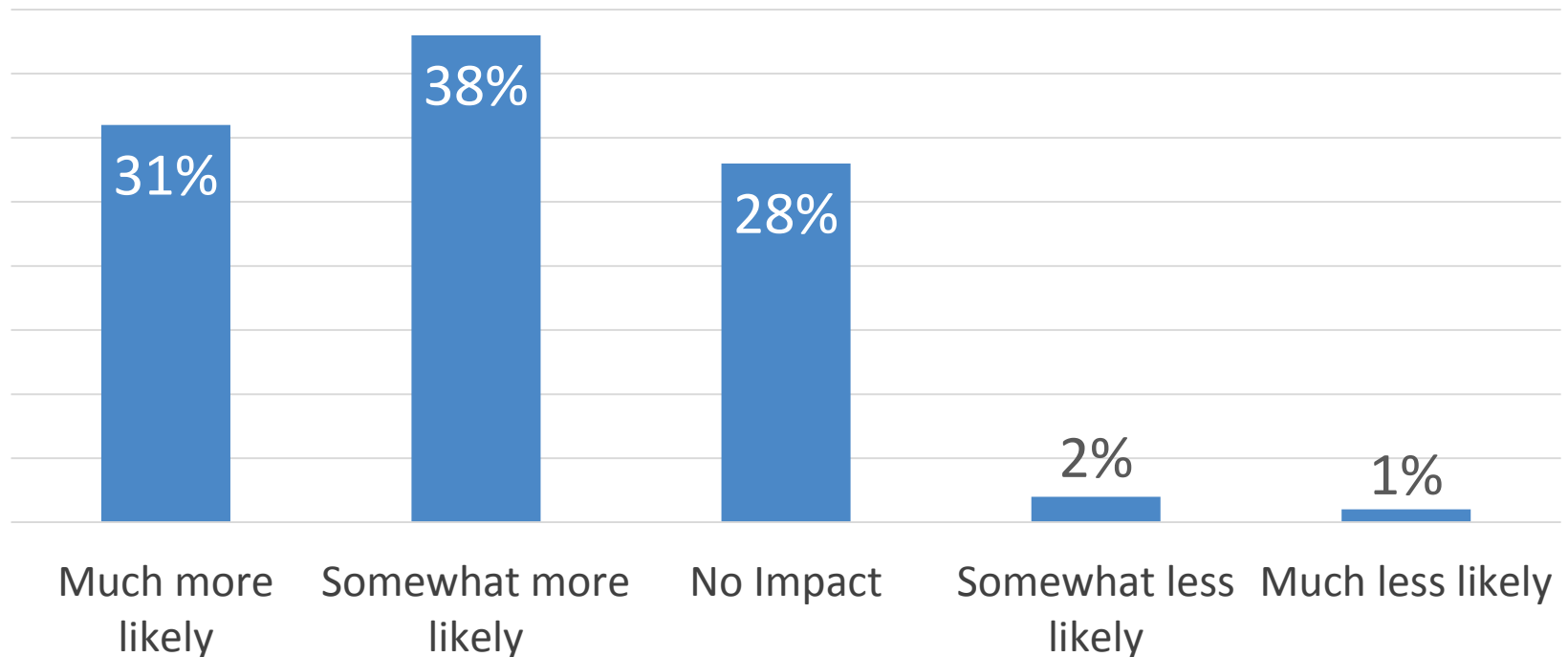
# Reframe the industry

A hand holding a piece of white chalk, with the numbers '1+1=3' written on a green chalkboard in the background.

Change the dialog:  
from system  
branding to synergy  
branding

# Systemness matters!

People say they are more likely to seek care from a facility, physician, or service that is part of a larger health care system.



Brand Research 2011 (n=1,863 Consumers)

Q: How does knowing that a healthcare facility, physician or service is part of a larger healthcare system impact your view?

(Likelihood to consider seeking care through a facility, physician or service that is part of a larger healthcare system)



# Define and deploy adaptable decision-making systems

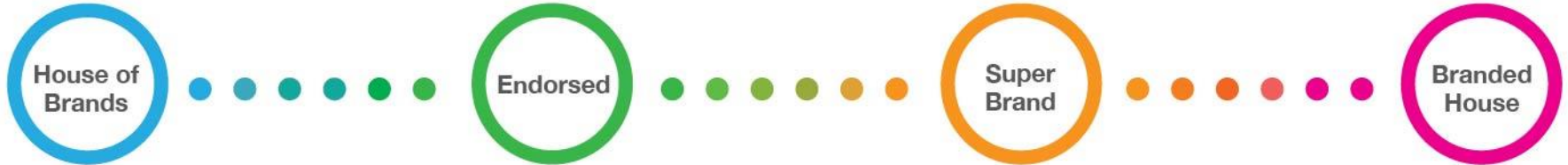


Build an  
emotive  
connection

# Create true engagement



# Where does your brand fall on the spectrum?



**P&G**

**Marriott**  
HOTELS & RESORTS

**FedEx**

 **at&t**

**Cascade.** **DURACELL™**

  
**Herbal essences®**

**Residence Inn**  
**Marriott**

**COURTYARD**  
**Marriott**

**TownePlace SUITES**  
**Marriott**

**FAIRFIELD INN & SUITES**  
**Marriott**

**SPRING HILL SUITES**  
**Marriott**

**Old Spice** **Crest.**

**Swiffer** **IAMS®**  
Life's Better

**FedEx**  
Services

**FedEx**  
Ground

**FedEx**  
Freight

**FedEx**  
Express

**FedEx**  
Custom Critical



Wireless



Digital TV



Internet



Home Phone



AT&T U-verse®



Bundles

# The Scripps Health Story

# About Scripps



Founded, 1924  
by Ellen Browning  
Scripps



2,600 affiliated physicians  
and 13,500 employees



5 acute-care hospital campuses,  
hospice and home health care,  
physician offices and 26  
outpatient centers

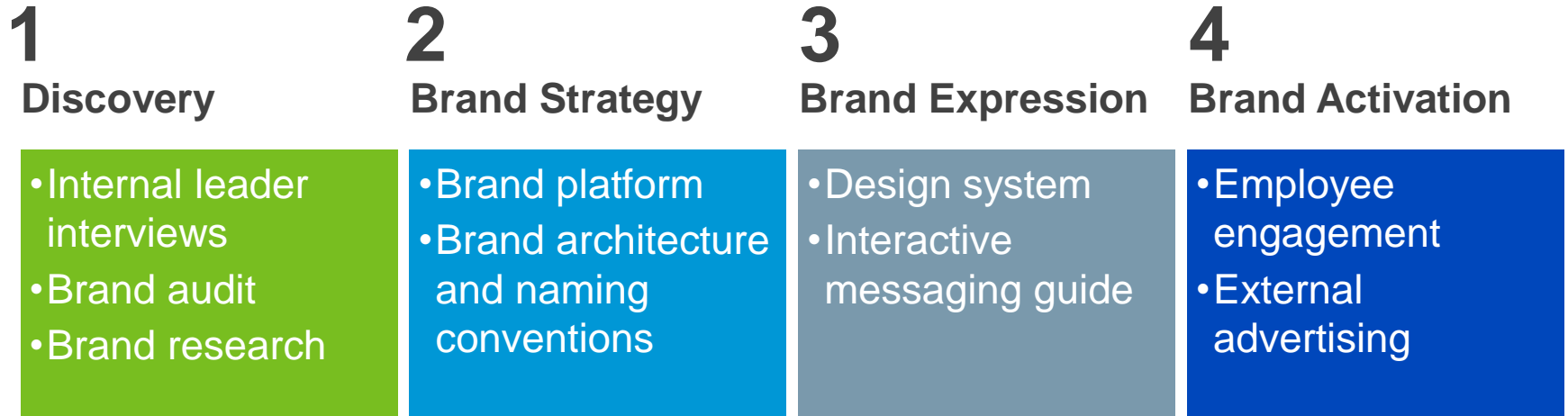
# Our goal: advance our strategy through brand

## Project Objective:

Evolve the Scripps Health brand from a well-regarded regional health care system to the unquestionable provider of choice in San Diego, and establish Scripps as a top destination provider for patients outside of San Diego.



# We used a comprehensive and deliberate approach



# We engaged leaders at key points along the way

## 1 Discovery      2 Brand Strategy      3 Brand Expression      4 Brand Activation

- Internal leader interviews
- Brand audit
- Brand research

- Brand platform
- Brand architecture and naming conventions

- Design system
- Interactive messaging guide

- Employee engagement
- External advertising

### Executive Cabinet Discussions

- Brand as strategic asset, not just visual asset

- Opportunity to reduce unnecessary variation in branding practices



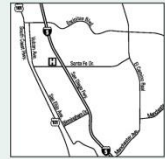
- Benefits of strategic focus & consistency in brand expression

- Brand as catalyst to move organizational vision forward



# Our brand audit showed visual fragmentation

*If you experience orthopedic injuries or pain, look no further than Scripps Memorial Hospital Encinitas. Our board-certified physicians are on the cutting edge of the latest treatments and technologies, from spinal disc replacement to joint health.*



**Scripps Memorial Hospital Encinitas**

**Advanced Diagnosis and Treatment Orthopedic Services**

*Our multidisciplinary team of physicians, physical therapists, skilled nurses, occupational therapists and other health care professionals provide advanced diagnostic and treatment services for a full range of problems and injuries of the hip, knee, shoulder, hand, ankle and spine.*


**Scripps Memorial Hospital Encinitas**  
 154 Santa Fe Drive  
 Encinitas, CA 92024  
 760-633-7724  
 www.scripps.org

*If you would like more information about orthopedic care or a referral to a Scripps Encinitas orthopedic specialist, call 1-800-SCRIPPS (1-800-727-4777).*

**Caring for ACHD Patients for Over 30 Years**

The Adult Congenital Heart Disease Program of Scripps Clinic serves the San Diego / Imperial Valley areas of California. Our program offers comprehensive evaluation, management and interventional care for patients with adult congenital heart disease as well as a wide range of counseling services and support groups for patients and families affected by the impact of congenital heart problems.



Using state-of-the-art technology at Scripps Green Hospital, program director **Allen D. Johnson, M.D.**, provides comprehensive medical care for patients with a wide range of cardiovascular diseases, while focusing his clinical interest on adolescence and adults living with congenital heart defects.


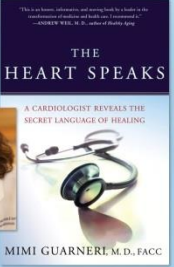
**Scripps Clinic**

**Adult Congenital Heart Disease Program**  
 Allen D. Johnson, M.D., Program Director  
 Jennifer Travis, Program Coordinator

10666 North Torrey Pines Road  
 La Jolla, CA 92037  
 Direct Tel: 858-554-8836  
 www.scripps.org

**THE HEART SPEAKS**  
 SEMINAR AND BOOK SIGNING  
*Tuesday, February 17, 7 - 9 p.m.*

Join us for an evening of inspirational stories of health and healing as told by Mimi Guarnieri, M.D., founder and medical director of Scripps Center for Integrative Medicine. Dr. Guarnieri will read excerpts from her best-selling book *The Heart Speaks* about her patients whose lives were transformed when they finally listened to their hearts. They will later join her on stage to share their truly dramatic stories of healing and personal transformation.

**MIMI GUARNIERI, M.D., FACC**

**THE HEART SPEAKS**  
 A CARDIOLOGIST REVEALS THE SECRET LANGUAGE OF HEALING

During this two-hour event, Dr. Guarnieri will tell you about the simple steps you can take to start listening to your heart. She will unravel the mysteries of the heart and explain how it is only by knowing the whole heart – the mental heart, affected by hostility, stress and depression; the emotional heart, able to be crushed by loss; the intelligent heart, with a nervous system all its own; the spiritual heart, which yearns for a higher purpose; and the universal heart, which communicates with others – that we can truly heal and prevent heart disease.


A book signing follows the presentation and copies of *The Heart Speaks* will be available for sale.

Cost: FREE.  
 Location: Schaezel Center, Scripps Memorial Hospital La Jolla, 9890 Genesee Ave., La Jolla, CA 92037

**Scripps Center for Integrative Medicine**


For more information, or to register, call 1-800-SCRIPPS. Space is limited and registration is encouraged.

*Heart Healthy Recipes*




**Scripps**  
*A World of Healing*


**SCRIPPS WHITTIER DIABETES INSTITUTE**  
*Helping you provide quality diabetes care for your patients*



TRAINING AND TECHNICAL ASSISTANCE PROGRAMS




**Scripps Whittier Diabetes Institute**



**2,600 Doctors One Call**

1 - 8 0 0 - S C R I P P S  
 also visit [www.scripps.org/caring](http://www.scripps.org/caring)



**Scripps**  
*A World of Healing*

MISSION STATEMENT

The mission of the Scripps Polster Breast Care Center is to enhance the well-being of our patients by providing comprehensive and compassionate breast care through our programs and services and those of the physician specialists affiliated with Scripps Health.

**Stereotactic Breast Biopsy Patient Information**

**Directions to Scripps Polster Breast Care Center**  
**From Interstate 5**  
 Take Genesee, Genesee exit and turn east. Turn right at first light onto the Scripps Memorial Hospital La Jolla Campus.  
**From Interstate 805**  
 Take Memorial Road to La Jolla Village Drive and GO West on La Jolla Village Drive. Turn right onto Genesee Avenue for a one-block left at the light onto the Scripps Memorial Hospital La Jolla campus.  
**On the Scripps campus**  
 After the parking garage, turn right at the second drive sign. The Polster Breast Care Center is on your left. Turn left at the end of the building for parking.



**Scripps Polster Breast Care Center**

9850 Genesee Avenue, Suite 170  
 La Jolla, CA 92037-1276  
 (619) 526-5200  
 www.scripps.org



**Scripps Memorial Hospital La Jolla**

# Our brand portfolio did not convey “One Scripps”

## Umbrella Brand



## Acute Care Hospital Brands



## Physicians



Cardiovascular and Thoracic Surgery Group  
Scripps Medical Foundation

## Affiliated Physicians



San Diego Physicians  
Medical Group

## Centers and Institutes

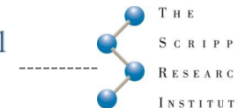


Polster Breast Care Center  
Scripps Radiation Therapy Center  
Scripps Proton Therapy Center  
Scripps Cardiovascular Institute

Scripps Whittier Diabetes Institute  
Scripps Clinical Research  
Scripps Advanced Clinical Trials  
Scripps Home Health



## Philanthropy



Speaking with One Voice

# We used a framework to analyze messaging



## TANGIBLES

WHAT YOU HAVE  
infrastructure

WHAT YOU SELL  
products &  
services

HOW YOU DO IT  
approach and process

WHO YOU ARE  
personality/people

WHY YOU DO IT  
cause

## INTANGIBLES

# Our competitors were clearly staking out territory...

## UC San Diego HEALTH SYSTEM

- Academic medicine
- Innovation




## KAISER PERMANENTE®

- Empowering you to be well
- Integrated care



## SHARP

- Superior experience
- Medical excellence + personalized care



### TANGIBLES

WHAT YOU HAVE  
infrastructure

WHAT YOU SELL  
products & services

HOW YOU DO IT  
approach and process

WHO YOU ARE  
personality/people

### INTANGIBLES

WHY YOU DO IT  
cause

# ...but Scripps lacked a unified brand voice



Scripps Center of Gravity?



Here when/where you need us

Medical excellence

Right expertise, right away

- Transforming medicine
- Fighting to save lives
- Unique legacy

## TANGIBLES

WHAT YOU HAVE  
infrastructure

WHAT YOU SELL  
products & services

HOW YOU DO IT  
approach and process

WHO YOU ARE  
personality/people

## INTANGIBLES

WHY YOU DO IT  
cause



# Our leaders agreed on desired brand attributes

## Keep

Quality

Caring

Rich history,  
compelling founders  
story

## Drop

Elitist

Unaffordable

Behind in technology

## Add

Research/academic  
story as it translates  
to better patient care

Consistent, system-wide  
excellence

Leading edge IT

More user-friendly

Proactive personal  
service; focus on one  
patient at a time

# Opportunity #1: increase differentiation

Research showed that Scripps has strong favorability and performs well on key drivers of choice, but needs to express its unique benefits.



# Opportunity #2: strengthen connections

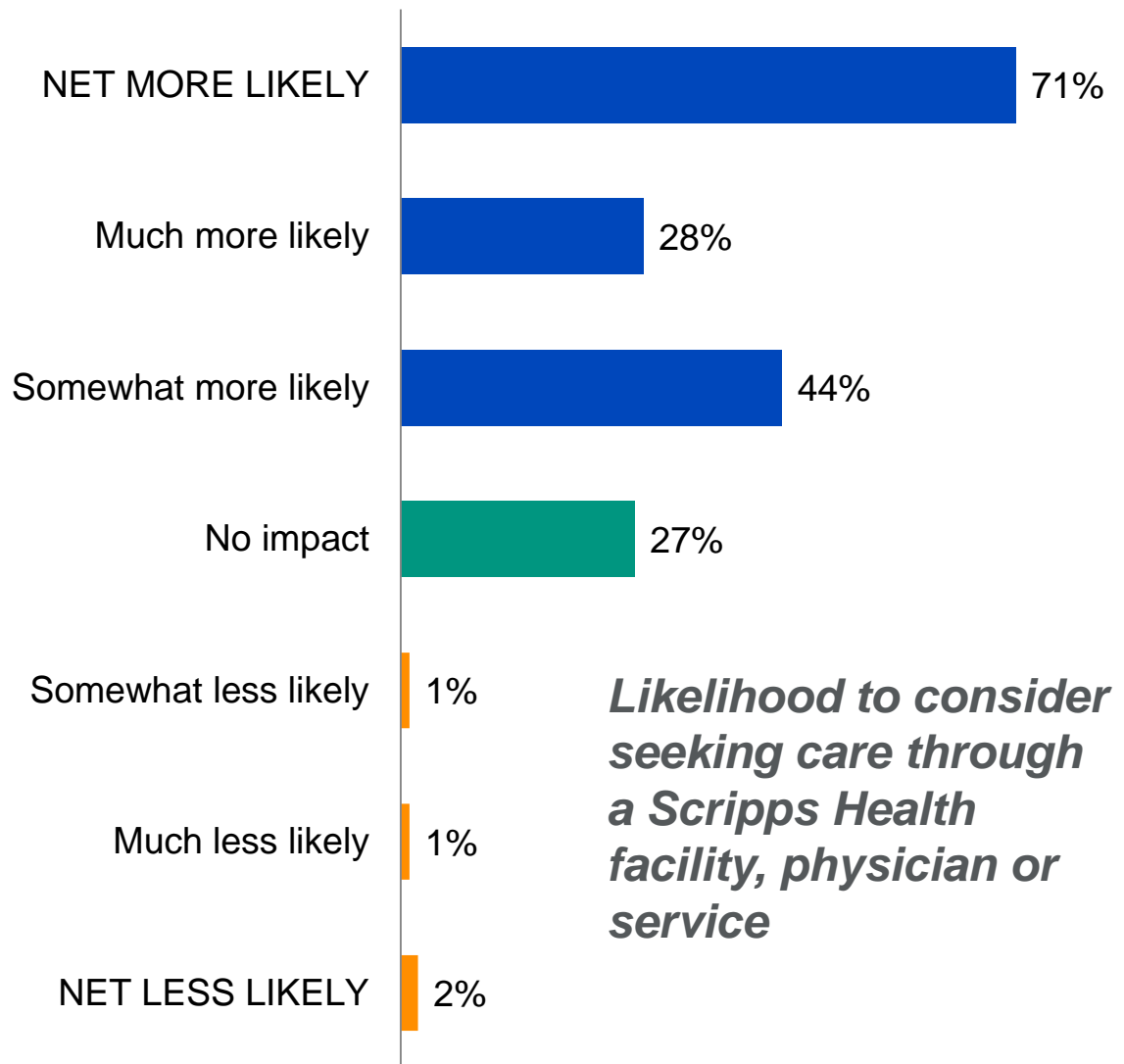
Scripps has a strong story around research, teaching and genetic testing, but has yet to help consumers see the benefits to them personally.





# Opportunity #3: leverage “systemness”

Consumers see clear value in entities being part of a broader network, both in general and for Scripps specifically.



# A new Brand Platform codified our new strategy

**Brand Promise**

Excellence all around you.

**Positioning**

Our positioning statement is...

**Brand Pillars**

Medical Excellence  
Accessibility  
Compassionate Patient Focus

**Brand Attributes**

Attribute 1	Attribute 4
Attribute 2	Attribute 5
Attribute 3	Attribute 6

# We first aligned brand architecture & names...

Master Brand



## Tier 1 Entities

**Scripps Memorial Hospital Encinitas**  
**Scripps Green Hospital**  
**Scripps Mercy Hospital**  
**Scripps Memorial Hospital La Jolla**  
**Scripps Clinic**

**Scripps Coastal Medical Center**  
**Scripps Heart Care**  
**Scripps Career Care**  
**Scripps Neurosciences Care**  
**Scripps Diabetes Care**

**Scripps Women's Care**  
**Scripps Primary Care**  
**Scripps Orthopedic Care**

## Tier 2 Entities

Virtual

**Breast Care Services**    **Home Health Services**  
**Behavioral Health**    **Advanced Clinical Trials**  
**Imaging Services**    **Clinical Research**  
**Laboratory Services**    **Integrative Medicine**

Physical

**Proton Therapy Center**    **Transplant Center**  
**Radiation Therapy Center**    **Cardiovascular Institute**  
**Scripps Clinic Medical Plaza**    **Diabetes Institute**  
**Scripps Coastal Medical Plaza**    **Surgery Pavilion**  
    **Executive Health Center**

## Other Entities

**Scripps Health Foundation**

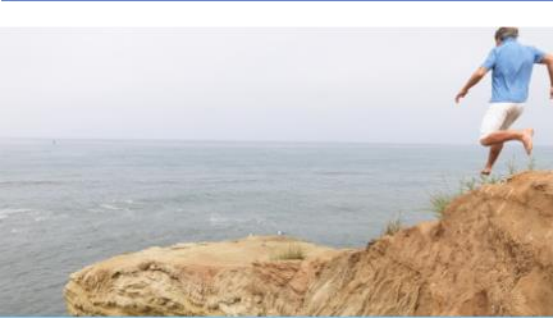
**ScrippsCare**

**Scripps Translational Science Institute**

# ...then, our visual expression



Scripps color  
palette is...



Dynamic



San Diego



Optimistic

Scripps  
imagery  
is...



**Personalized**



**Leading**



Speaking with One Voice



**Care**



# The Scripps Design System

## Subgraphic Elements

### Wave Graphic Introduction

The Wave Graphic is a unique visual pattern inspired and derived from the Scripps symbol. Its dynamic characteristics reinforce important qualities of Scripps Health such as integration, accessibility, and innovation, wrapped in an energetic and optimistic appearance.

The fluid and dynamic appearance, that always changes from one communication to the next reinforces the agile and responsive approach we have to serve each unique individual's need.

The Scripps Wave Graphic will distinguish Scripps communication materials from those of our competitors. It's important that it is used consistently and accurately to effectively build recognition in the marketplace.



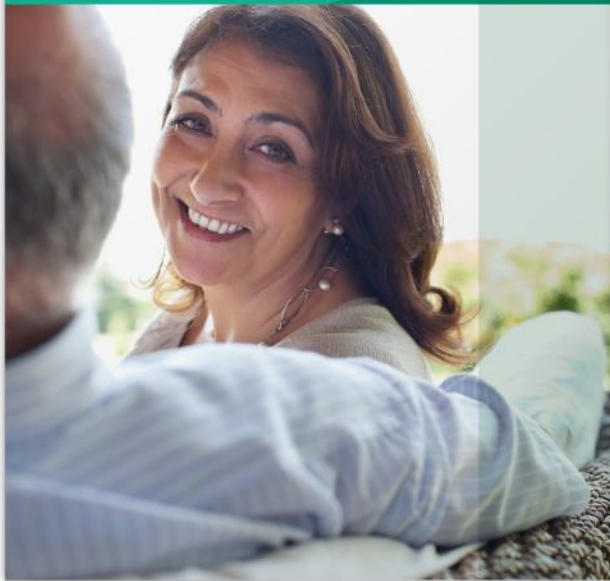
### Wave Graphic Compositions

The Wave Graphic used in the Scripps design system come in three different sizes. Select the size that best fits the application and content parameters. A slight cropping of the Wave Graphic is acceptable for applications with limited space (See page 23 for reference). The Wave Graphic is an important element in the Scripps design system and should be used on all applications. For variety and visual interest, four different wave compositions are available in each size. A varied use of the wave designs will allow each application to have a unique feel.





Your Procedure  
at The Ambulatory  
Surgery Center



**Scripps**

Scripps Clinic  
Division of Plastic Surgery



## Caring for Loved Ones with Dementia

Are you one of the thousands of people who take care of a loved one with dementia?

If so, join Debra Lobatz, a licensed marriage and family therapist, for a free all-day conference designed specifically for caregivers. Specialists in their field will cover topics including: neurological and psychiatric perspectives, stress management, legal and financial considerations, and community resources.

Additionally, representatives from local agencies that provide assistance to both caregivers and patients will be available to answer questions and provide information about their services.

Plenty of free parking is available in our on-site parking structure.

Registration is required. For more information or to reserve your seat, call 1-800-SCRIPPS (727-4777).

**Saturday, October 27, 2012**  
**9am–3pm**

**Scripps Memorial Hospital Encinitas, Conference Center**  
**354 Santa Fe Drive, Encinitas, CA 92024**

Please bring a sack lunch; beverages and snacks will be provided.

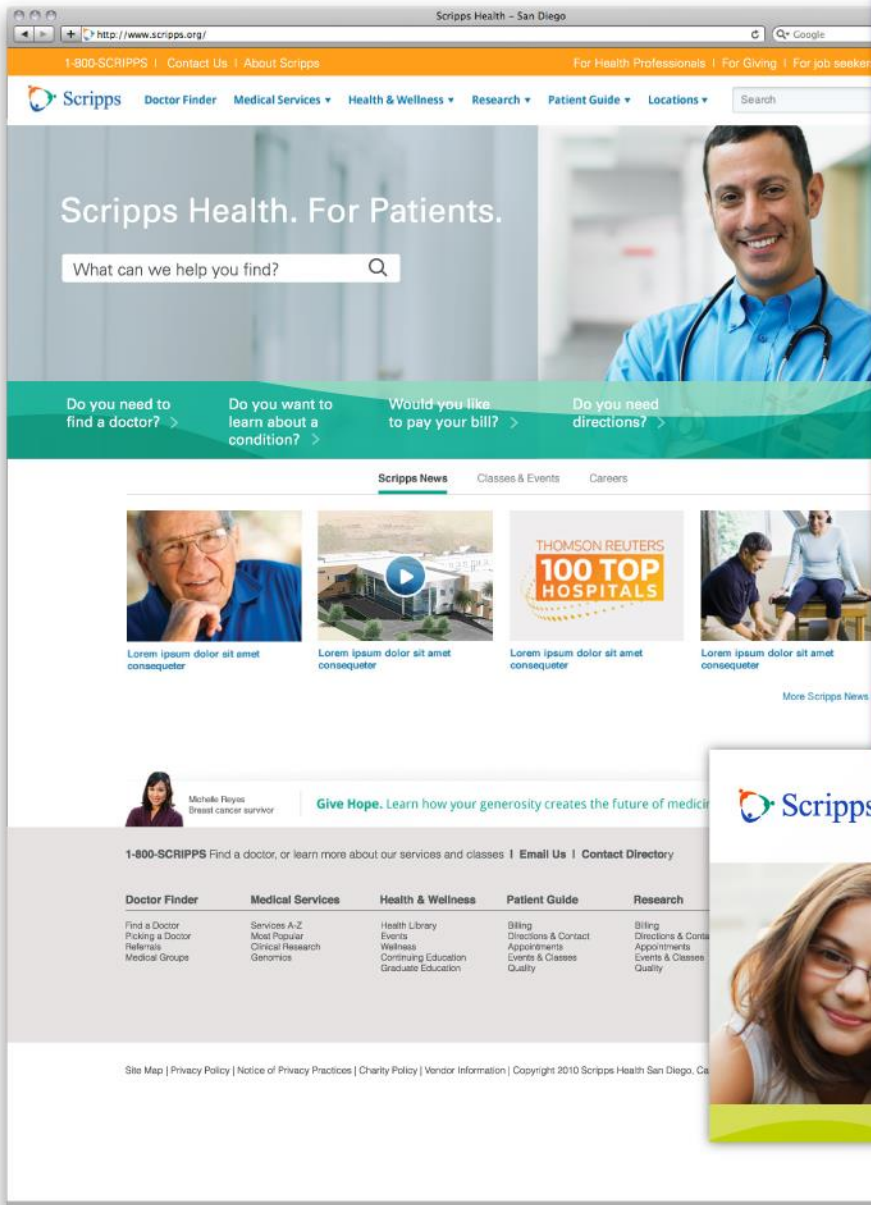


**Firstname Lastname**

Job Title  
Description

**Scripps**





**Scripps**

**Name Lastname, MD**

"My goal is to successfully enhance each patient's health and well being."

**Primary Care**

**Board Certification**  
Internal Medicine

**Education**  
Michigan State University College of Osteopathic Medicine

**Internship and Residency**  
Scripps Mercy Hospital, San Diego, CA

**Medical Interest**  
Prevention and women's health

**Hobbies**  
Exploring the great outdoors, music and art with family

**Location**  
Scripps Clinic  
10666 N. Torrey Pines Road  
La Jolla, CA 92037  
858-554-7811  
scripps.org

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**Scripps**

**A World of Wellness**

Scripps Health  
**Wellness Series**  
Friday, January 21, 2012  
At the Lawrence Family Jewish Community Center,  
JACOBS FAMILY CAMPUS

# Our next step was to align messaging

- Input sessions with our primary communicators
  - Patients, Physicians, Donors, Employees
- Areas of focus:
  - What are this audience's needs from and current attitudes toward Scripps?
  - How do we deliver on the brand with this audience today?
  - What are the rational and emotional benefits to this audience?
  - Where are gaps, if any?



# Interactive maps make it easy to stay on brand

## Patients Brand Messaging Guide

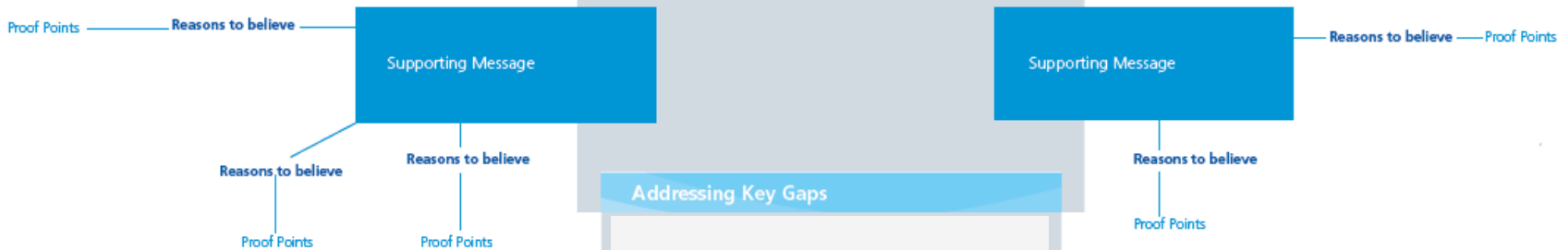


### Scripps Health Brand Platform



### Scripps Patients Primary Message

### Patients' Primary Needs from Scripps



### Addressing Key Gaps

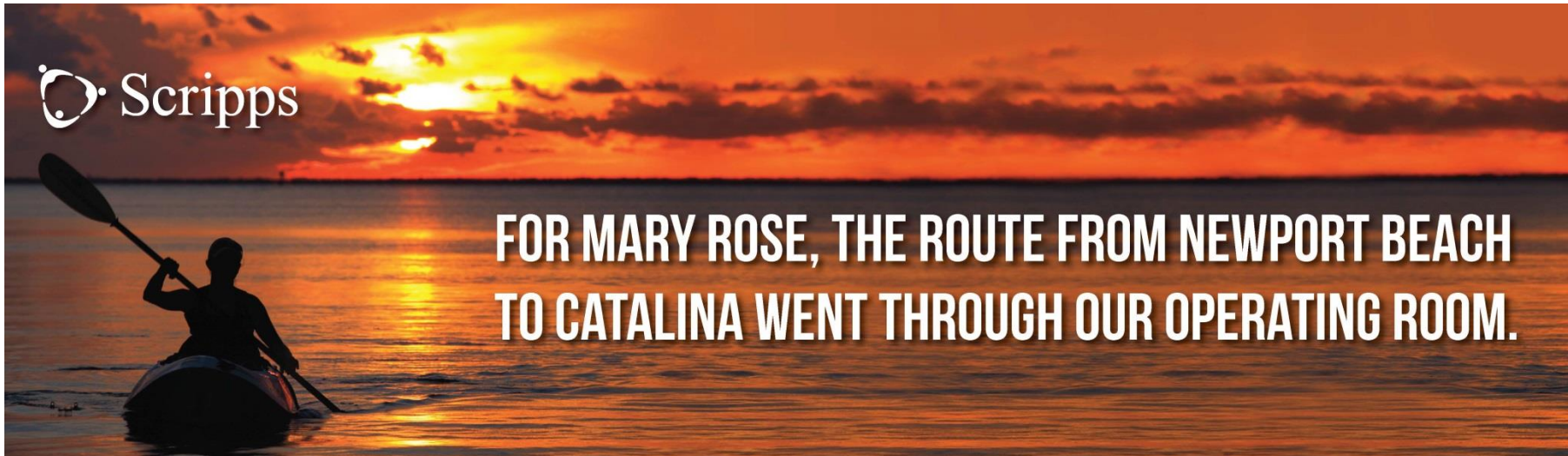


Employee engagement goal: unify understanding, belief and behavior around our common purpose

# We seeded the brand in existing & new initiatives



# A new external campaign brought the promise to life





# Digital and Social Media



twitter.com/scrippshealth



plus.google.com/+scrippshealth



# Micro Site and Social Campaign

www.scripps.org/brandcampaign2013

**Scripps**

## Scripps. Where Greater Things Happen.

THE DOCTORS WHO MAKE GREATER THINGS HAPPEN

Call 888-476-9028 to find a doctor who is right for you or search for one in Scripps doctor finder.

Doctor's Specialty  
Any

On Medical Staff At  
Any

Doctors Gender  
Any

Find Doctor

Facebook Twitter Google+ More

**A heart condition forced kayaker Mary Rose to take a detour.**  
Her route to Catalina went through our operating room. This is her story.

**A bicycle accident left John Miksa paralyzed from the neck down.**  
Luckily, his doctor was exceptional from the neck up. This is his story.

**Cancer took Andy Hutchison off his surfboard.**  
We put him right back on it. This is his story.

**Cancer cornered officer Christopher Smith.**  
He called us for backup. This is his story.

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facebook Search for people, places and things

**Scripps** GREATER THINGS HAPPEN WHEN YOU

## Share Your Inspiring Story and Support Others

Each day, we are amazed by our patients' bravery: A cancer patient who beats the disease – twice; a heart patient who is now back in action and a trauma patient who walks again after being paralyzed. Your courage is what inspires us to be greater.

ABOUT | HEALING STORIES | SHARE WITH FRIENDS

Share the Inspiration: Click to add a story to your Facebook page or share with a friend.

Publish to Wall  
Invite Friends  
Skip ▶

About Official Rules Privacy

This promotion is in no way sponsored, endorsed or administered by, or associated with, Facebook. You understand that you are providing your information to Scripps Health and not to Facebook.

# We are thrilled with our results

- Compelling brand promise and differentiating positioning
- Refined, bolder identity
- More impactful and efficient brand architecture and naming strategy
- Vibrant and engaging design system
- Comprehensive, user-friendly identity guidelines
- Interactive tool for crafting on-brand messages
- Employees united around a common goal: bringing “Excellence all around you” to life



Thank you!

## Contact Information

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