



Crafting a Consumer-Driven Brand That Captures Your Culture

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Learning Objectives

- Learn how to deeply understand internal culture and consumers' desires and translate them to a differentiated brand strategy that reflects a unique brand of care
- Learn about the role of TriHealth's population health model in this campaign, and how to communicate about population health in a way that is consumer-relevant
- Learn about how the brand was rolled out both internally and externally, to both “say it” and “live it”

Agenda



1

Observe
& listen to
the team



2

Listen
deeply to
consumers



3

Find the
strategic
intersection



4

Bring
it to life



5

Roll it out
internally



6

Roll it out
externally



7

Measure
& iterate

TriHealth Market Situation: Fiscal Year 2023

- 279,000 people in value-based care; leading their market in operationalization of population health
- Three strong competitors in Cincinnati; consumers know they have several high-quality choices
- High brand confusion in the market, including what comprises TriHealth
- Several years of intensive culture-building work positively impacting team engagement
- Seeking to build an attractive and differentiated brand grounded in population health and driven by consumer desires



Photo by Clous Road Partners

Step 1: Observe and Listen to the Team



- Our first experiential impression was: “This *feels* different.”
- TriHealth team uses the AIDET method for interactions: acknowledge, introduce, duration, explanation, thank you
- Always Behaviors guide all interactions and experiences
- Through in-depth interviews, the team articulated a heartfelt desire to help patients feel heard, valued and less anxious

Observe and Listen to the Team: Top Tips



- Great brands start with empathy: observation, listening sessions and in-depth stakeholder interviews are essential tools to consider.
- Involve key project stakeholders in a Discovery session to ensure alignment on goals, KPIs and plans.
- Ensure a mix of roles are represented in listening work, including front-line team members for health systems. Ensure their anonymity so they feel comfortable sharing.
- Ask open-ended questions about perceptions of the mission, vision, values, culture and style of care or service.
- Create space for emotion; having an external researcher helps with this.
- Consider including an employee survey for quantitative assessment and to help the whole team feel included; ensure that the team knows how you are acting on the findings.

Step 2: Listen Deeply to Consumers



Through ten online focus groups with diverse groups of patients of TriHealth and competitive systems — and quantitative research validation — we gleaned a driving insight.



**Feeling seen, heard, understood
and connected as a person is the
only way a patient will trust that
their caregiver has put them on the
path to the best health outcome.**

Feeling Seen, Heard, and Understood is Foundational



Listen Deeply to Consumers: Top Tips

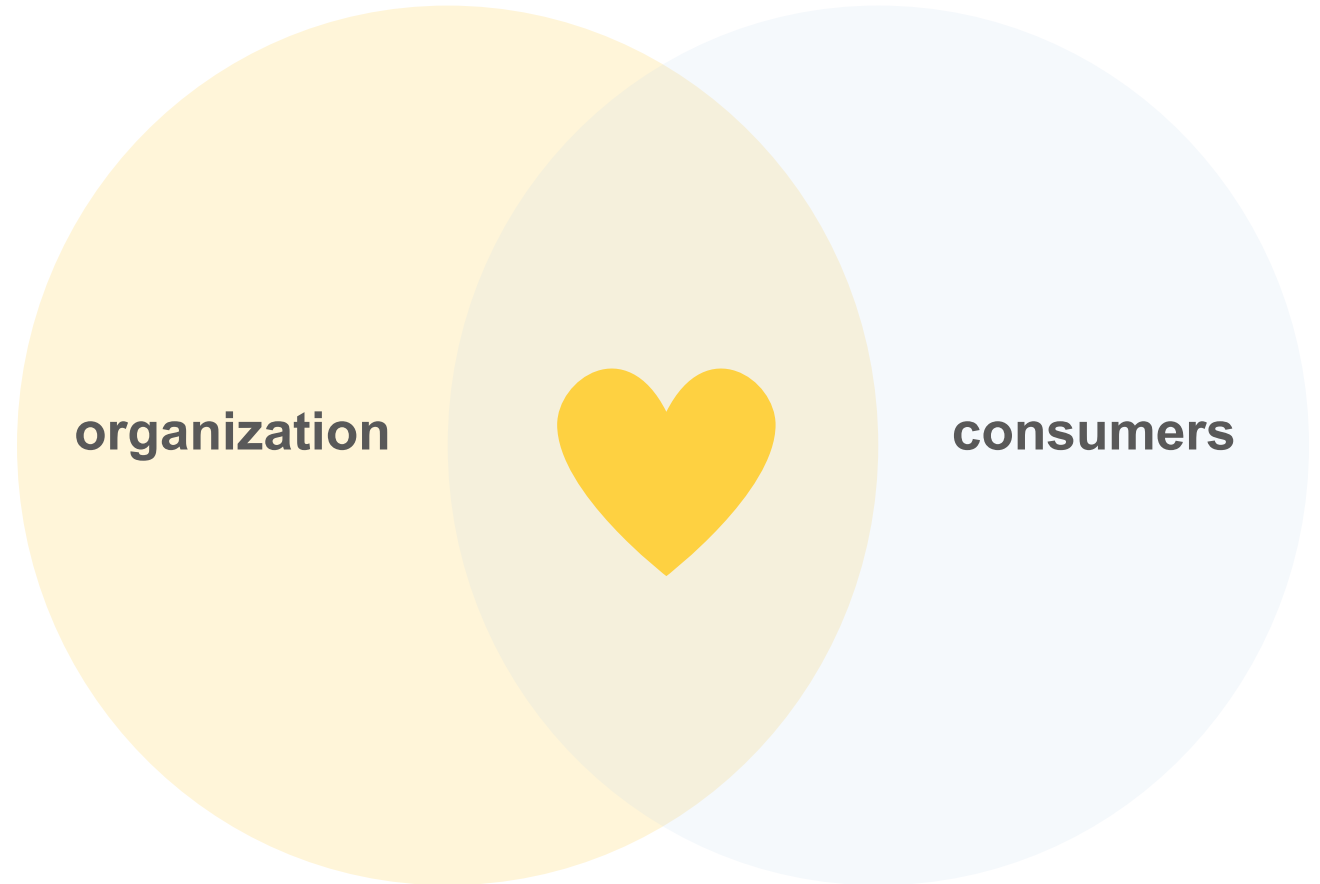


- Some primary tools are observation of customers interacting with your team and products or services, focus groups and in-depth interviews.
- For interviews, include at least 6-8 interviews in any given audience segment, to ensure patterns can be effectively found. Returns diminish after 8-10.
- Listen for fundamental functional and emotional "truths" about what consumers crave that you are uniquely positioned to provide.
- If budget permits, validate findings with a quantitative brand survey; this is a valuable benchmark for future progress.
- Frame your key insights in pithy, memorable language whenever possible.
- An empathy map of customer thoughts, feelings, pains and gains is a useful artifact.

Step 3: Find the Strategic Intersection



What's the *appropriately aspirational* “sweet spot” between the heart of the organization and the heart of consumers?





**Surprisingly human care
that drives the best health outcomes.**

Population Health Played a Supporting Role



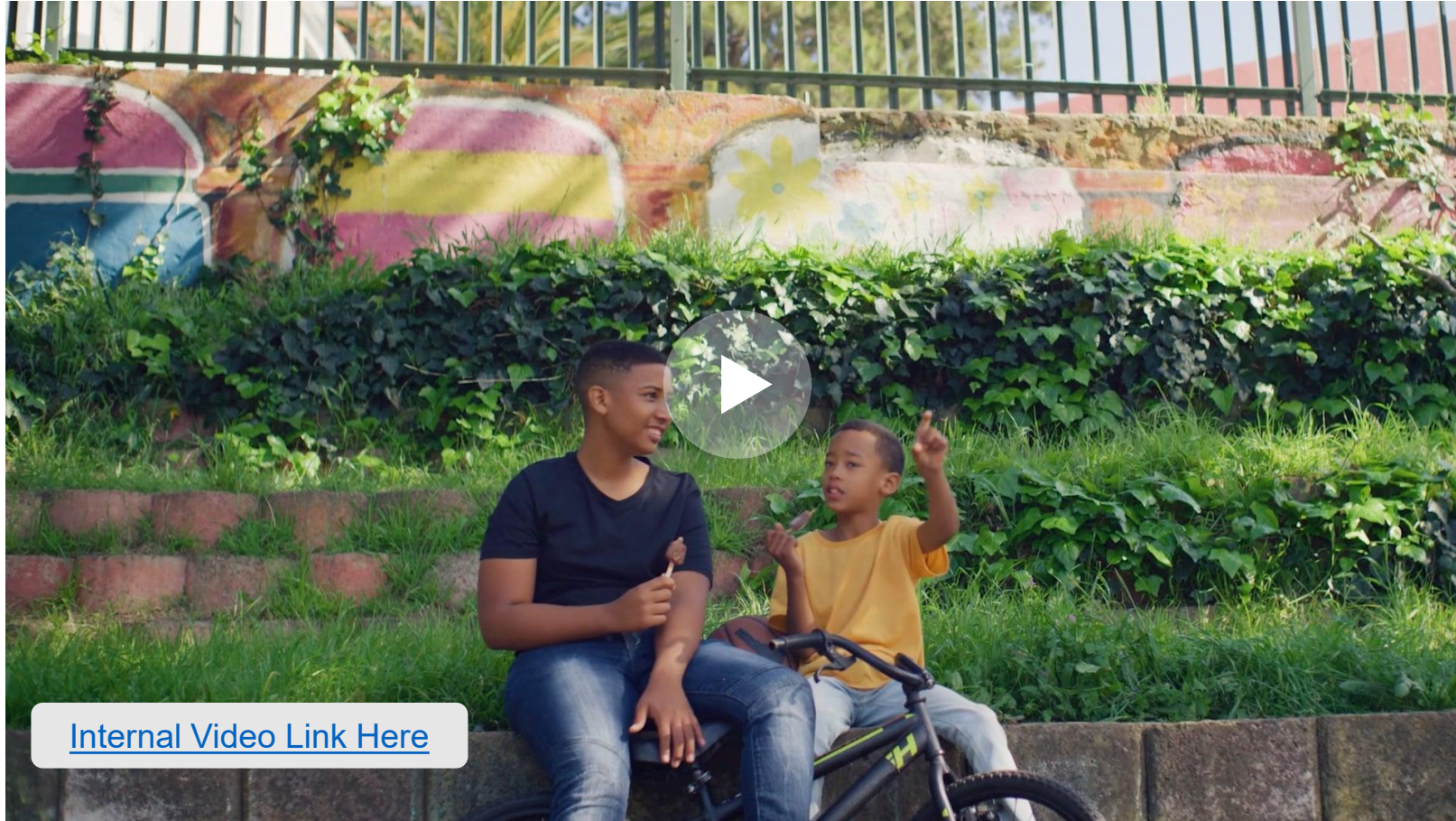
- The “best health outcomes” — a key element of population health — was expressed in human-centered terms
- Other references to “proactive care” began to seed perceptions of the difference between TriHealth’s population health model and competitors

Find the Strategic Intersection: Top Tips



- Look for core truths about your organizational DNA that overlap with your consumers' deepest desires.
- Be "appropriately aspirational" to be inspirational. Your brand promise should encourage your team to greater heights without being so forward-thinking that it is not deliverable at launch.
- Bring the emotion, as well as the function; it is well-documented in research that people make emotional decisions and back them up with rational considerations.
- "Test" your position on a competitive positioning map to ensure it is differentiated. However, a promise doesn't always need to be completely unique; sometimes owning a category benefit is a viable strategy if you can do it better than others.

Step 4: Bring It To Life



[Internal Video Link Here](#)

Excellent Concept Testing Results



- Overall ad appeal was strong, scoring at the top of the database for ad appeal and motivational impact
- Seen as “clear” and “relevant”
- No red flags about “healed” language



Bring It to Life: Top Tips



- Be human: use language that consumers use rather than healthcare or business buzzwords.
- Define and communicate in your brand personality — a set of human traits that your brand embodies that make it more relevant and likable to your audiences.
- Explore different ways of using your brand colors, symbols and other equities to stand out.
- Combine consistency and creativity: not all of your communications need to look the same, but they should look unified and complementary.
- Test work at the concept stage if there is any uncertainty about its resonance or if needed to build internal confidence.

Step 5: Roll It Out Internally



Introduced the strategy and campaign to more than 700 TriHealth leaders at the Leadership Development Institute, and via a whole team Town Hall



Step 5: Roll It Out Internally...and Have Fun!



Launch Materials Reinforced Desired Behaviors



A high-quality printed brand book was given to TriHealth team members to support the launch, along with new branded badge pulls

Team Feedback Was Overwhelmingly Positive



“The new brand aligns beautifully with our focus on accountability across all team members!”

“This makes me proud to serve for TriHealth!”

“Such a POWERFUL brand. The video was so moving it had me in tears.”



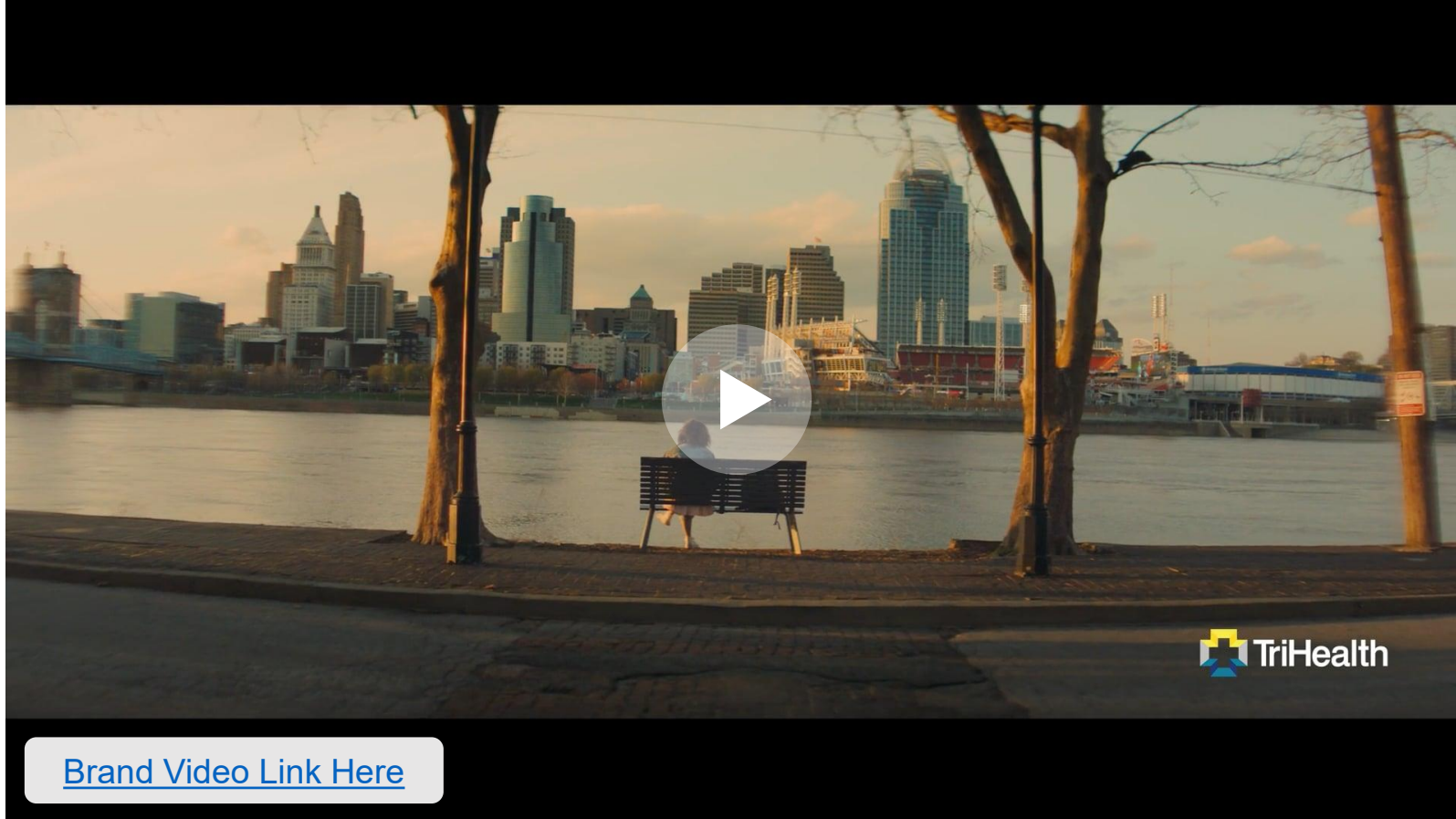
**“It’s so great to have
our branding truly match
our culture of care.”**

Roll It Out Internally: Top Tips



- Share with key stakeholders, broader leadership, and the entire team.
- Tell the story of how the brand came to be: the process, the internal and external listening and the insight that sparked the idea.
- Use emotional storytelling — and make it fun! If people laugh, cry, and see themselves in the brand, you've had a successful roll-out meeting.
- Provide reinforcement for the "on-brand behaviors" that the team needs to use to live the brand, through internal communication channels and managers.
- Celebrate and highlight individuals at all levels of your organization who are bringing the brand to life in the way they perform their duties.

Step 6: Roll It Out Externally





**Be seen.
Be heard.
Be healed.SM**




SHSMD

Society for Health Care
Strategy & Market
Development™



Healing begins with a doctor who hears you.

TriHealth.com


Healing begins with a doctor who hears you.

Those who care most for us are there for us in sickness and in health. That's why the team at TriHealth cares to hear your whole story, embracing your true needs and providing warm, personal support to help you stay on top of your health and life habits—so you can always feel and live your best.

Come be treated in a way that feels surprisingly human.

Be seen. Be heard. Be healed.
TriHealth.com

Special thanks to ArtWorks for permission to represent one of our community's iconic murals: Studio Chiecco, Ice Cream Daydream



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Those who care most for us are there for us in sickness and in health. That's why the team at TriHealth cares to hear your whole story, embracing your true needs and providing warm, personal support to help you stay on top of your health and life habits—so you can always feel and live your best.

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Be seen. Be heard. Be healed.

Healing begins when someone hears — and understands — our true needs. That's why the team at TriHealth always listens when looking out for your best health. By embracing your true needs and providing warm, personal support, we'll help create a plan to help you always feel and live your best.

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SHSMD Society for Health Care Strategy & Market Development™

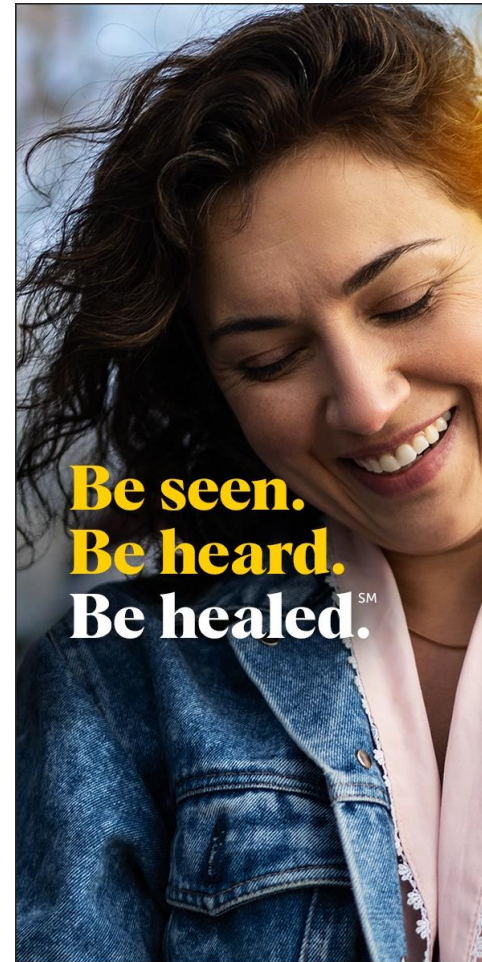




**Healing
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a doctor
who hears
you.**

The TriHealth logo, featuring a stylized cross made of four colored squares (yellow, blue, grey, and white) with the word "TriHealth" in blue text below it.

**Be seen.
Be heard.
Be healed.SM**

A close-up photograph of a woman with dark, curly hair, smiling warmly with her eyes closed. She is wearing a denim jacket over a pink top.The TriHealth logo, featuring a stylized cross made of four colored squares (yellow, blue, grey, and white) with the word "TriHealth" in blue text below it, and the tagline "Be seen. Be heard. Be healed.™" in smaller blue text.

Find care now

Roll It Out Externally: Top Tips



- Do the research to understand what your audience(s) do with their free time, the entertainment they consume, their social media habits and how they perceive different levels of personalization.
- Develop an integrated earned, owned and paid media campaign to launch the new brand. Ensure your plan prioritizes impactful and engaging creative executions/ extensions and not just impression levels.
- Keep a consistent drumbeat, because strong brands are built over years and decades. Your introduction of the new brand demands follow up, in the form of content and campaigns that broaden and deepen consumers' understanding of your brand promise.
- Continue to provide leadership and influential team members with guidance on how to speak in the enhanced brand's voice, as key brand advocates.

Step 7: Measure and Iterate



- Unprecedented levels of unaided awareness exceeding all competitors, with a 13% increase in unaided brand awareness since Fall 2022.
- Stronger than competitors on targeted perceptions including “providing warm and human care” and “helps me to be well and stay well.”



What's Next?

- Ongoing patient storytelling work
- New work in progress to tell the deeper story of population health in powerful consumer-friendly activations

Measure and Iterate: Top Tips



- As noted above, quantitative brand research is a valuable benchmark. Conduct a pre-campaign study and measure again after 12-18 months in market — or take a more frequent “pulse” depending on media investment — to determine progress towards goals and if iteration or additional approaches are needed.
- Measure what matters most: the KPIs that you determined at the start.

Three Key Take-Aways

1

Do the hard culture-building work to know what you stand for. The strongest brand strategy is both a reflection of who you are and a driver

2

Observe. Listen. Repeat. There is no replacement for deep empathy

3

Get your team excited about living the brand, first — just “saying” a brand is not enough



Scan to access our branding tip sheet



Questions?

Please be sure to complete the session evaluation on the mobile app!



Speaker Biography



Rob is instrumental in leading TriHealth's integrated communication strategies and initiatives in support of the system's transformational work to become the community's full continuum healthcare provider of choice for every stage of life and every state of health. He is a seasoned executive with a strong mix of senior marketing and communications leadership experiences, both within and outside of the healthcare industry. In previous roles, Rob has led teams at The Cleveland Clinic, University Hospitals Health System (Cleveland, Ohio), Goodyear Tire & Rubber Co., Summa Health System (Akron, Ohio) and Dix & Eaton.

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Speaker Biography



Over thirty years, Sue has provided strategic counsel for a variety of health systems and B2B healthcare brands, and global consumer brands including American Airlines and Harley-Davidson. She believes that the strongest healthcare brands are built from the intersection of consumer motivations and a deep grasp of organizational DNA. Sue's focus is on collaborating with healthcare brands to glean consumer insights, applying them for smart, practical and uniquely expressed strategies that drive consumers and businesses. Her core expertise is defining each system's unique brand of care.

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