



Rebranding at Corewell Health: Survey Says... Success!

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Presenters



Today's Learning Objectives



Understand the key steps to **plan, budget, and manage a rebrand.**



Recognize **success drivers** and **common pitfalls.**



Learn how to **leverage resources** and **stakeholders effectively.**



Gain strategies to **align rebranding** with **business goals in times of change.**

Agenda

Practice Round

Why Rebrand?

Round 1

Planning

Round 2

Execution

Fast Money Round

Results





Why do organizations rebrand?

Why do healthcare organizations rebrand?

1

4

2

5

3

6

ROUND 1



What is the most critical element to planning the implementation of a rebrand?

**What is the most critical
element to planning the
implementation of a rebrand?**

1

4

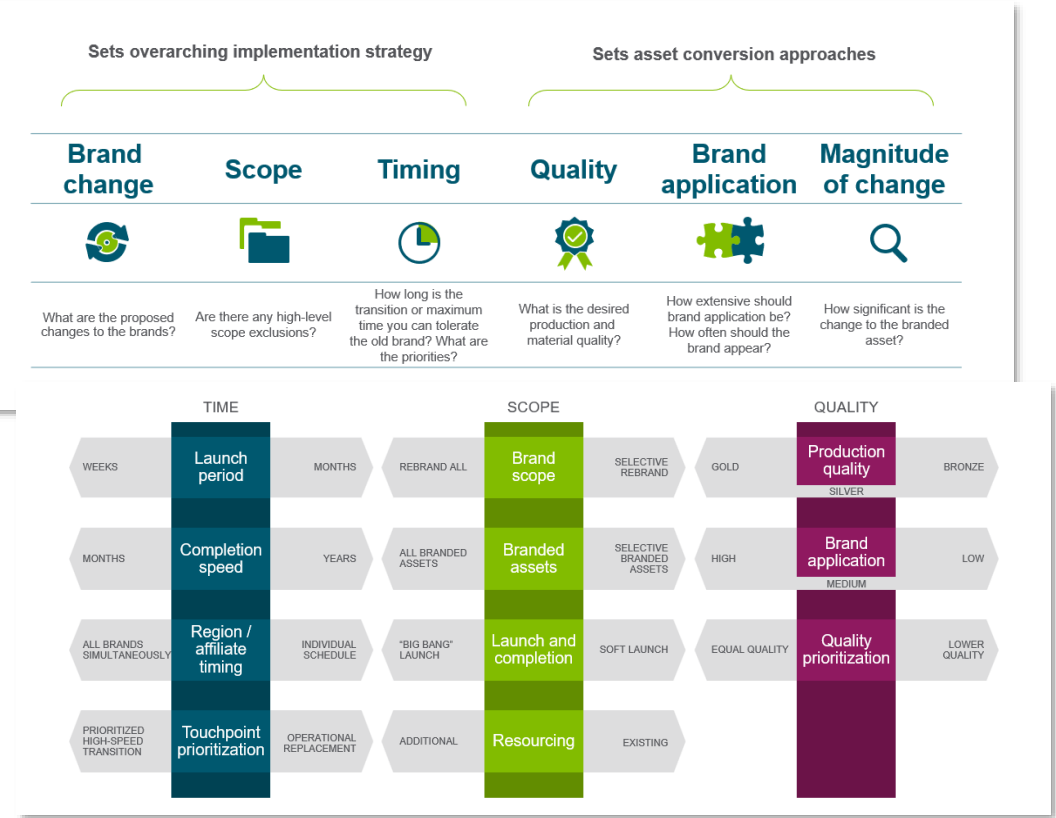
2

5

3

PLANNING: Scenario Planning

Strategic Decisions



Overarching strategic choices for the rebrand were made across a range of variables

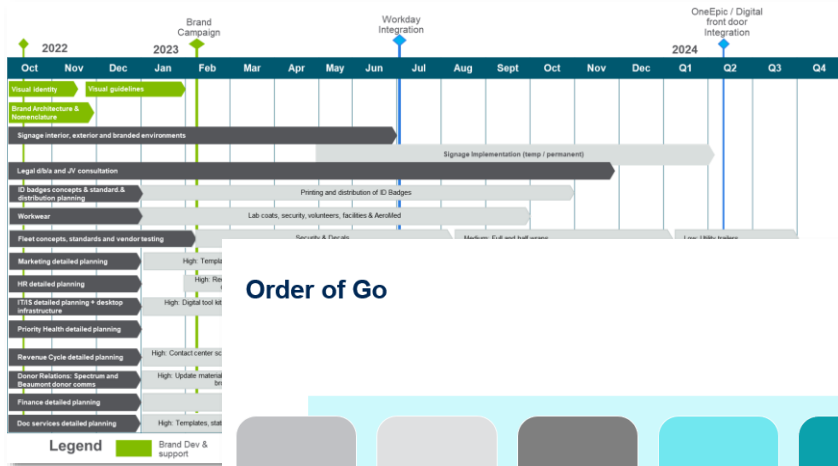
Outcomes

High visibility assets	Prioritize assets that are high visibility and have frequent use for both internal and external audiences
Planned, project or integration work	Take advantage of other planned work during the conversion timeframe to update documents only if they are being addressed by projects, initiatives or integration efforts
Operational replacement	Use operational cycles to update the assets, if appropriate
'Deplete-and-replace'	Leverage a 'deplete-and-replace' strategy; use existing before implementing the new brand wherever possible to minimize wasted inventory
Rationalize and neutralize	Avoid converting assets that can or will be retired or can be consolidated. Consider neutralizing brand on assets that do not provide appropriate brand impact (e.g. internal system that has limited audience)
Legal and compliance	Consider timing implications of legal-related activities, and how asset transition timing may be impacted by the legal strategy timelines, for e.g. Joint Ventures

Preferred			
	Approach 1	Approach 2	Approach 3
Scope	<ul style="list-style-type: none">All badges in BHSH receive overlay applicationInclude costs for clip in rebrandPrinting completed by vendor	<ul style="list-style-type: none">Virtual colleague receive stickersAll other colleagues receive overlayPrinting completed by vendor	<ul style="list-style-type: none">All in person colleagues receive new badgesVirtual colleagues receive stickers
Cost estimate*	\$\$	\$	\$\$\$
Cost assumptions	<ul style="list-style-type: none">Leveraged Beaumont counts for non-employee/ guest visitor id cards (32k)Printing in-house estimates ~\$250K (~\$245K savings in core printing costs)	<ul style="list-style-type: none">Assumed following roles would be in person: Nurse, Practitioner, Supervisor/lead, Tech/Specialist, Therapist, SecurityPrinting in-house estimates ~\$227K (~\$185K savings in core printing costs)	<ul style="list-style-type: none">ID Cards combined average costs between Beaumont and Spectrum \$7.50 per card (in house)Assumed following roles would be in person: Nurse, Practitioner, supervisor/lead, Tech/Specialist, Therapist, Security
Further considerations	<ul style="list-style-type: none">Workday consolidation will occur in June 2023. Employee and security data feeds from HR systems (e.g. Workday and PeopleSoft today) to the security system.Currently Legacy Spectrum and Beaumont have two different security systems which control access and print badges. The integration of these systems are set to be integrated in 2024, beginning with RFP in late 2023.		

Guiding principles were developed and specific approaches for converting branded assets groups were presented

PLANNING: Establish Timeline

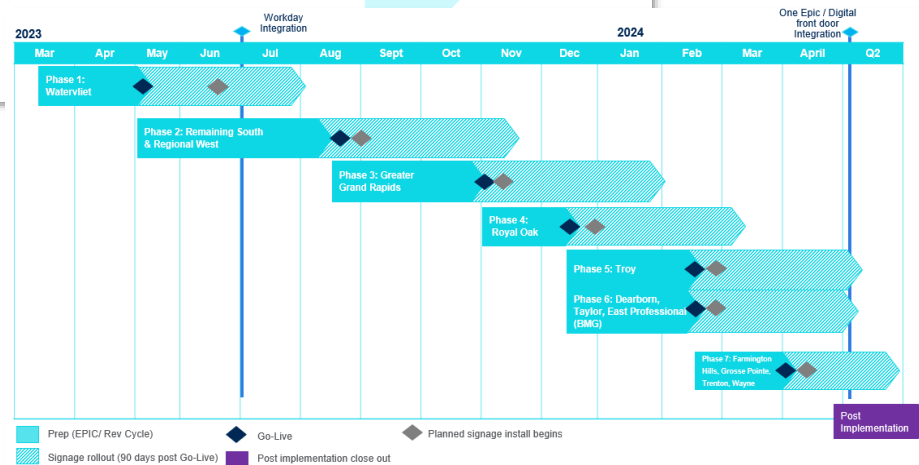


The first step was to determine the most critical factor impacting our timeline: **the Epic Integration**

Order of Go

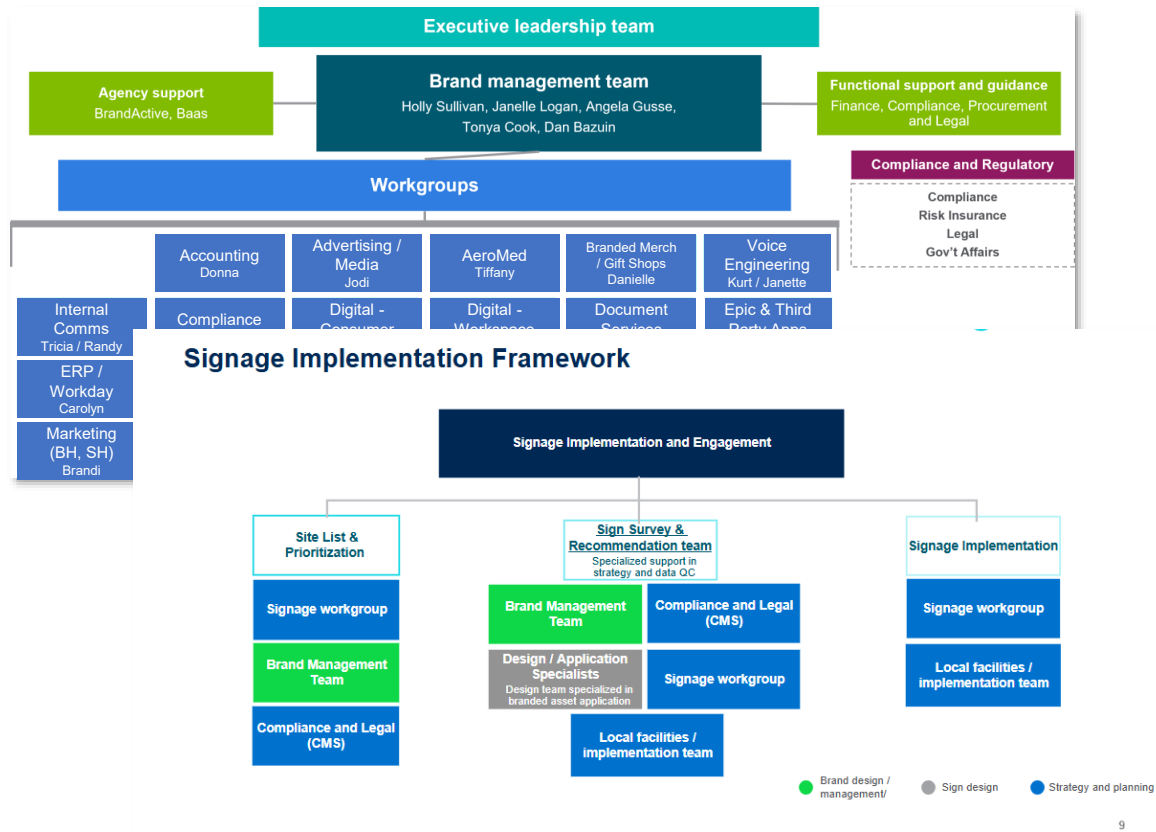


From there, we established an **Order-of-Go**



We then **established clear phases of work** and aligned the vendor capabilities and capacity to phases.

PLANNING: Ways of Working



Human Resources Asset Inventory (print / digital)

Entity / Job	Department	Asset	Asset Type	Owner	Web or URL	Notes	Create New/Re-Skin/Retire	Priority	Lead Time
2	Beaumont	HR	Nutrition Services Careers at Beaumont Health	Acquisition (Marketing)	Marketing (Brand)	https://www.youtube.com/watch?v=...	Will continue to use until July 2023 integration	Retire	Low
3	Beaumont	HR	Environmental Services Careers at Beaumont	Acquisition (Marketing)	Marketing (Brand)	https://www.youtube.com/watch?v=...	Will continue to use until July 2023 integration	Retire	Low
4	Beaumont	HR	Nursing Assistant Careers at Beaumont Health	Acquisition (Marketing)	Marketing (Brand)	https://www.youtube.com/watch?v=...	Will continue to use until July 2023 integration	Retire	Low
5	Beaumont	HR	Pharmacy Technician Careers at Beaumont Health	Acquisition (Marketing)	Marketing (Brand)	https://www.youtube.com/watch?v=...	Will continue to use until July 2023 integration	Retire	Low
6	Beaumont	HR	Patient Transporter Careers at Beaumont Health	Acquisition (Marketing)	Marketing (Brand)	https://www.youtube.com/watch?v=...	Will continue to use until July 2023 integration	Retire	Low
7	Beaumont	HR	HR Recruitment Tabletop Retractable	Other	Jaime	Will provide temporary replacements with clearly campaign messaging	Create New	High (Business required)	3 Weeks
9	Beaumont	HR	HR Recruitment General Floor Retractable	Other	Jaime	Will provide temporary replacements with clearly campaign messaging	Create New	High (Business required)	3 Weeks

HR Project Plan

Primary	End Date	% Complete	Interdependencies	Start Date	Timeline
1	01/06/23	100%	01/06/23	01/06/23	Internal presentations (positive relations)
2	01/06/23	100%	01/06/23	01/06/23	Updated careers website with Corewell Health banners
3	03/31/23	100%	03/31/23	03/31/23	Materials ready for in-person events
4	02/17/23	100%	02/17/23	02/17/23	LinkedIn proposal for Corewell Health
5	02/22/23	100%	02/22/23	02/22/23	Glass Door Indeed meetings for migration to Corewell Health
6	07/01/23	100%	07/01/23	07/01/23	Integrated and branded recruiting experience begins
7	05/26/23	100%	05/26/23	05/26/23	End of May West/ South offer letters and candidate notifications
8	08/01/23	100%	08/01/23	08/01/23	Collaboration to develop new banner designs and handouts in prep for Fall recruitment
9	07/01/23	100%	07/01/23	07/01/23	All job roles will have a career stage and level assigned to the job profile (7/1/23)
10	07/01/23	100%	07/01/23	07/01/23	Initial job mapping process identified by HRBPs (7/1/23)
11	07/01/23	100%	07/01/23	07/01/23	800 labor law posters will be distributed 7/1/23

The overall project organization structure aligned the organization on how the project would be executed

The detailed workgroup structures gave specific responsibilities for each activity

Standardized tools were used to inventory all of the branded materials for each workgroup, and create project plans to allow for real-time reporting

PLANNING: Prototyping

Sign design journey

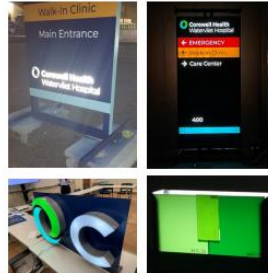
Concept to sign standards



Sign messaging principles and nomenclature

- Signage principles**
- Simple and clean (limiting words on signs as much as possible)
 - Monuments only state Emergency, Walk-In Clinic and/or Urgent Care
 - Ensuring HQPD and RHC compliance, primarily via door vinyls
 - Leveraging new nomenclature as appropriate (i.e., Care Center)
 - Only addressing branded signage (wayfinding and other external signs largely excluded)
 - 1:1 replacement of existing sign (so if it's a monument today, it's a monument tomorrow)
 - Epic department names included in exercise and are connected to signage, where applicable

Color sample and prototyping to technical specifications intent



Signage standards and technical specifications intent

1

Economies of scale
in production through standard design and sizes that accommodate program needs

2

Consistency among rollout and future vendors through technical specifications intent

3

Day and night brand consistency across sites and regions



From the sign standards, prototypes were created to ensure feasibility, quality, and preference

Sign standards and technical specifications were created to value engineer signage, maintain consistency, and generate scalability

Planning: Nomenclature Process

Nomenclature

New names were developed for every site and Epic instance in the system

Process:

- 1) Applied nomenclature principles defined by the SLT
- 2) Reviewed by compliance
- 3) Reviewed and approved by designated local leaders

Corewell Health

Hospital Name

Facility/Practice Name

– Unique Identifier or Geolocator

- Only if HOPD or RHC
- Must be on entrance door, not required on road sign

- ____ Center (requires modifier; if not specific, use "Care")
- Clinic
- Institute (only use with legacy donor names, requires approval in future)

- City
- If more than one facility with same name in the city, use a relevant building, neighborhood, or street name

The final database of names can be found here: [Corewell Health Rev Cycle OEE Master Spreadsheet.xlsx](#)

Corewell Health OEE & Revenue Cycle Epic Department Master Spreadsheet 9/1/25

NOTE: Epic is the source of truth for information contained on this grid. If you see discrepancies please contact Laura Humphreys. NOTE: Item = location/field in Epic DEP Record Viewer

*Note: these 2 column titles have been updated to match Epic (source of truth)- See blue box for history (6/5/25)

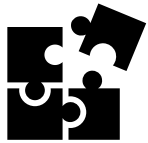
Region	EPIC ID # (Item 1)	Internal Department Name (Item 2)	New External Epic Department Name (Item 101) (how to answer the phone unless column G is filled in)	Practice Name if different from department (Used on 855)	Address (Item 400) *if blank in Epic-leave blank on here	Suite (Ste)	City (Item 405)	State (Item 410)	Zip (Item 415)	Building Name *Item 39 in EAF record -if you click on the revenue location id hyperlink	Billing Tax ID (Item 17061)	Legal Name for Tax ID	Billing DBA for Tax ID	Type of DEP #4311 Admin/Login Affiliate Emergency Dep Hospital Outpatient	Type of Billing #430 BLANK= HB charges only or no billing. IE: ED, HOD, Inpt Professional Billing	On or Off Campus or N/A #4330	Department
PH Southwest Michigan	1001839040	LKWV Int Med Watervliet	Corewell Health Watervliet Hospital Primary Care	Corewell Health Watervliet Hospital Primary Care	400 Medical Park Dr		Watervliet	Michigan	49098	Corewell Health Watervliet Hospital	38-1368745	Lakeland Community Hospital, Watervliet	Corewell Health Watervliet Hospital	Practice	Rural Health Clinic		
PH Southwest Michigan	1001839042	LKWV NEUROPSYCH 400	Corewell Health Watervliet Hospital Neuropsychology		400 Medical Park Dr		Watervliet	Michigan	49098	Corewell Health Watervliet Hospital	38-1368745	Lakeland Community Hospital, Watervliet	Corewell Health Watervliet Hospital	Hospital Outpatient Departments	Split Billed	On Campus	
PH Southwest Michigan	1001839043	LKWV SANE Program	Corewell Health Watervliet Hospital SANE Program		400 Medical Park Dr		Watervliet	Michigan	49098	Corewell Health Watervliet Hospital	38-1368745	Lakeland Community Hospital, Watervliet	Corewell Health Watervliet Hospital	Hospital Outpatient Departments		On Campus	
PH Southwest	1001839055	LKWV IMAG	Corewell Health Watervliet Hospital		400 Medical Park Dr		Watervliet	Michigan	49098	Corewell Health	38-1368745	Lakeland	Corewell	Hospital Outpatient		On	

PLANNING: Challenges



**Engaging the right partners
at the right time**

- Compliance
- Internal project management
- Project workgroups



**Complexity of various
associated entities**

- JVs
- Strategic alliances
- Marketing partnerships



**Documenting system
“rules”**

- Nomenclature
- Associated approvals
- Setting expectations for implementation



ROUND 2

DOUBLE POINTS



What is the most critical element to executing the implementation of a rebrand?

What is the most critical
element to *executing* the
implementation of a rebrand?

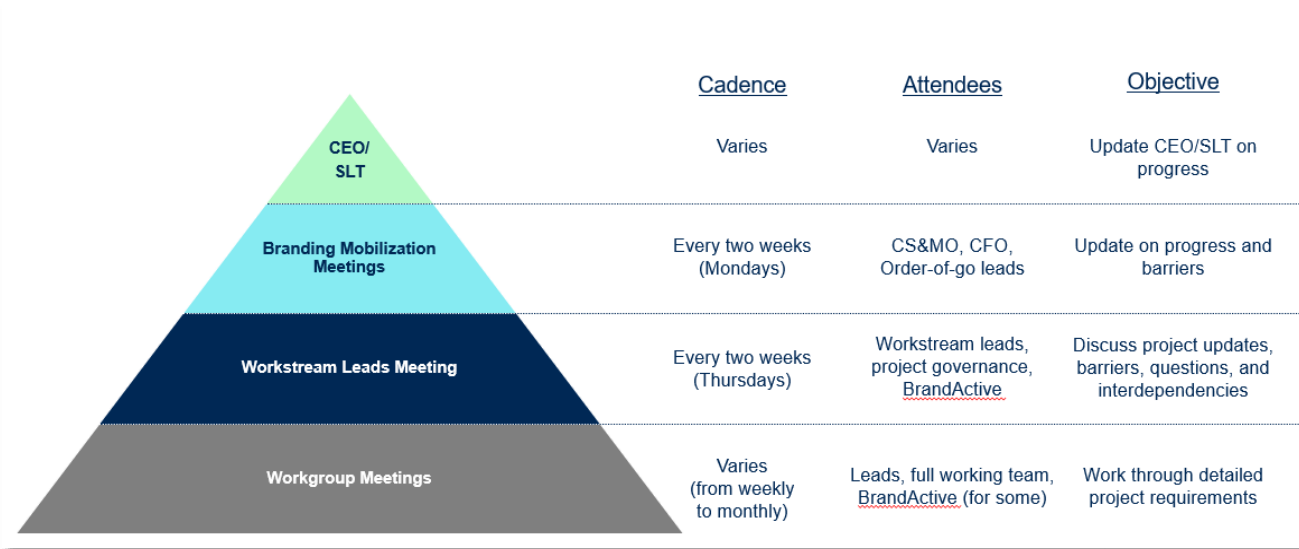
1

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2

3

EXECUTION: Reporting Process

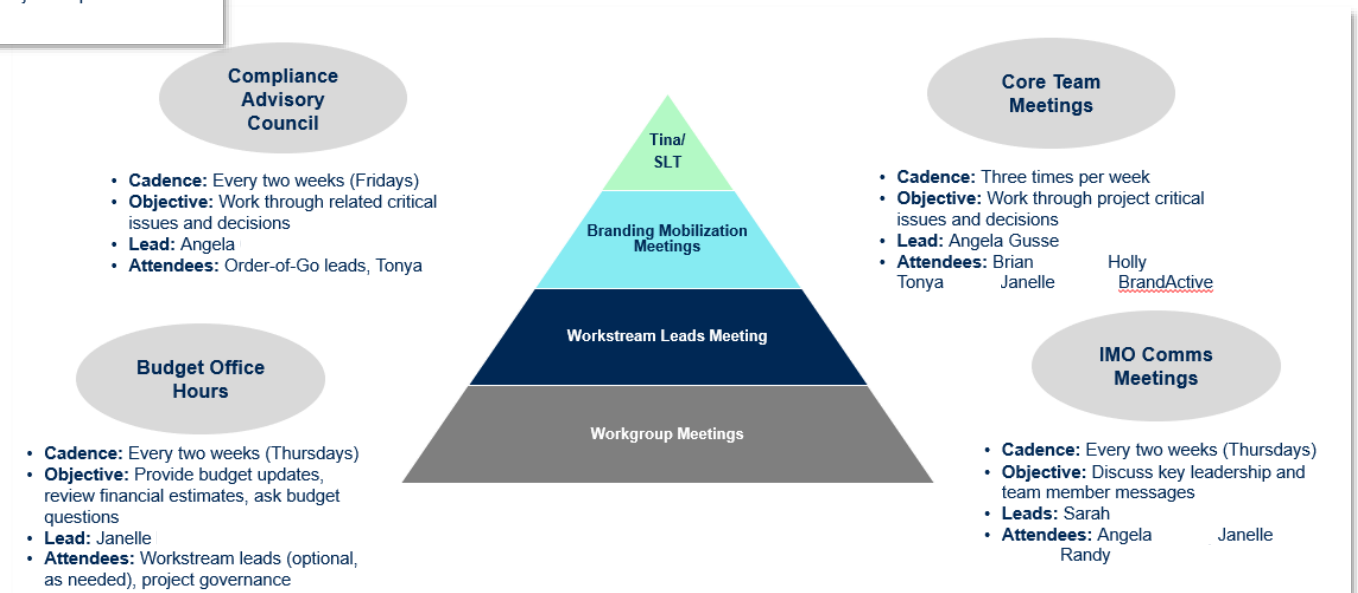


Regular meetings were established to:

- Provide updates
- Raise issues
- Secure approvals
- Escalate concerns

Supporting meetings ensured:

- On-track with budget
- Alignment with Compliance
- Cross-functional team awareness
- Collaboration



EXECUTION: Project Leadership

Leadership and workgroup structure



Rebranding Site Leads

Site Lead Responsibilities

- Help shepherd local teams through the rebranding process
- Ensure sites meet compliance requirements

Facilities | Dept./ Practice Mgr. | Epic | Rev Cycle | All

Your role in site rebrand implementation

Meeting Objective: Attendees will understand their role in implementation and take action.

Things that will help you in your role:

- **Site leads are asked to share this information with operational leadership in their areas.** You are vital to our successful rollout of the Corewell Health name and brand across the system.
- This toolkit is your one-stop resource throughout the implementation process.
- Use the color-coded guide at the top of this page to navigate to specific responsibilities.
- All execution items must be completed within 90 days post-go-live. This is critical to remaining in regulatory compliance.
- We recommend a post-go-live audit to ensure alignment with compliance requirements.
- Please contact implementationhelpdesk@corewellhealth.org for any questions or help needed.

This guide will be updated as new information becomes available—please bookmark and refer back often!

Thank you for your leadership, support and collaboration!

5

All

What can you do now?

Corewell Health

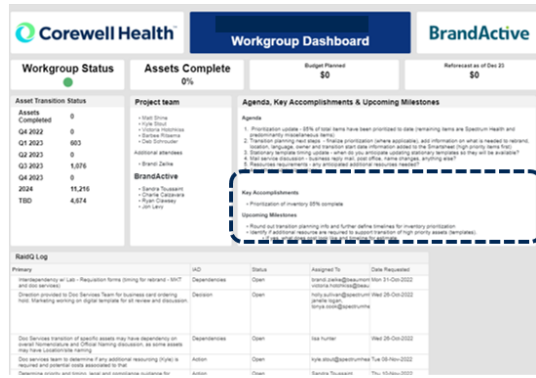
Task	Slide #	Who	Deadline
Use new names (including on the phone)	19	All	12/14/23
Provide SmartPhone updates	24	Phys/Dept Manager	3/13/23
Document updates (site-specific)	25	Phys/Dept Manager	3/13/23
Marketing asset updates (site-specific)	31	Phys/Dept Manager	3/13/23
Regulatory signage updates	35	Facilities	3/13/23
De-brand with the assistance of Facilities	36	Phys/Dept Manager	4/13/23
Rebrand fleet	38	Operational Mgr	3/13/23
Reprocess legacy items	39	Phys/Dept Manager	3/13/23
Ensure staff ID badges are updated	40	Phys/Dept Manager	ASAP
Inform of external website legacy name references	41	All	3/13/23

Please contact implementationhelpdesk@corewellhealth.org for questions not covered here.

44

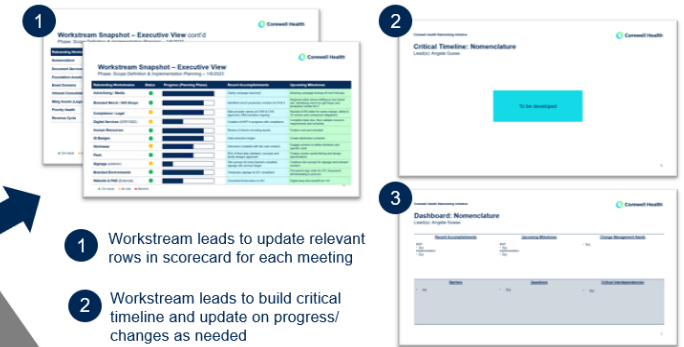
EXECUTION: Workgroup Process

Workstream Meeting Content



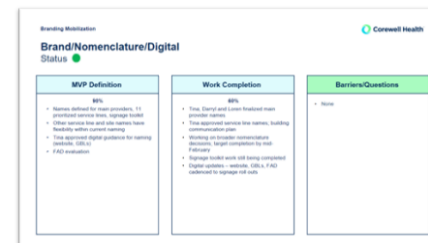
*This example is for a workgroup supported by BrandActive.
Dashboards can vary by workgroup.*

Workstream Leads Meeting Content



- 1 Workstream leads to update relevant rows in scorecard for each meeting
- 2 Workstream leads to build critical timeline and update on progress/ changes as needed
- 3 Workstream leads to update dashboard for each meeting, with discussion focused on barriers, questions, and interdependencies

Branding Mobilization Meeting Content

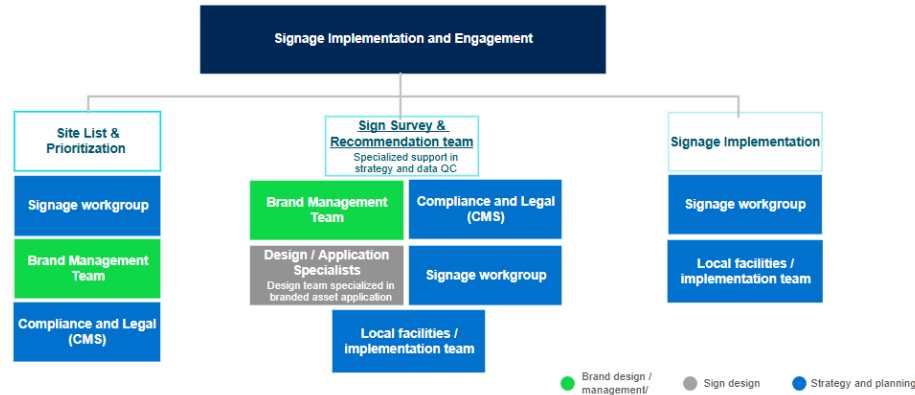


- Each order-of-go lead completes a slide for their workstream with the help of workstream leads
- Slides due Thursday prior to meeting for pre-read distribution on Friday
- When MVP finalized, hope to synchronize information with workstream dashboard

EXECUTION: Signage Process

Implementation Framework

Signage Implementation Framework



9

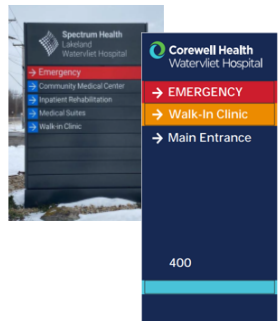
Signage managed in a two-stage process, applying new principles to branded signs in Stage 1

Stage 1: 2023/2024, aligned with Rebranding Phase

Exterior: Branded signage and compliance door vinyl
Interior: Branded reception signage, door **vinyls** and directional signage

Stage 2: 2025+

Exterior: Unbranded signage that was left as is in Stage 1
Interior: New branding opportunities and interior directional signage (wayfinding)

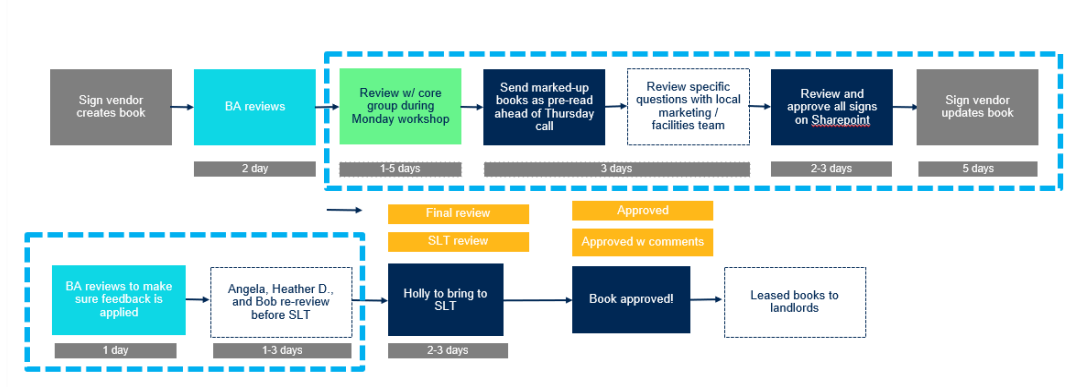


Signage principles

- **Simple and clean** (limiting words on signs as much as possible)
 - Monuments **always** identify Emergency, Walk-In Clinic and/or Urgent Care
 - Only street number is being included on monument signage.
 - Main provider name only appears on monument when at the hospital proper
 - Unique entrances will also be labeled
- **Ensuring HOPD and RHC compliance**, primarily via door **vinyls**
- Leveraging **approved new nomenclature** as appropriate (i.e., Care Center)
- **1:1 replacement** of existing sign (so if it's a monument today, it's a monument tomorrow)
 - Following **new guidelines** to ensure signage is properly sized
- Only addressing **branded signage** (wayfinding and other external signs largely excluded)
- **Hours of operation** will appear on door **vinyls** for rural health clinics, walk-in clinics, and urgent cares only
- **No open/closed** indicators
- **Epic department names** included in exercise and are connected to signage, where applicable

Principles

Signage Recommendation Book Process



SIGN DETAILS

EXISTING
 Sign Type: Monument
 Sign Code: 300000
 Location: Main Public Entrance
 Rev Code: XXXX
 Quantity: 1
 Illumination: Internal
 Dimensions: 8' 2" x 7' 6"
 Color: HOG
 Comment: Sign stays in 3 3/8" H



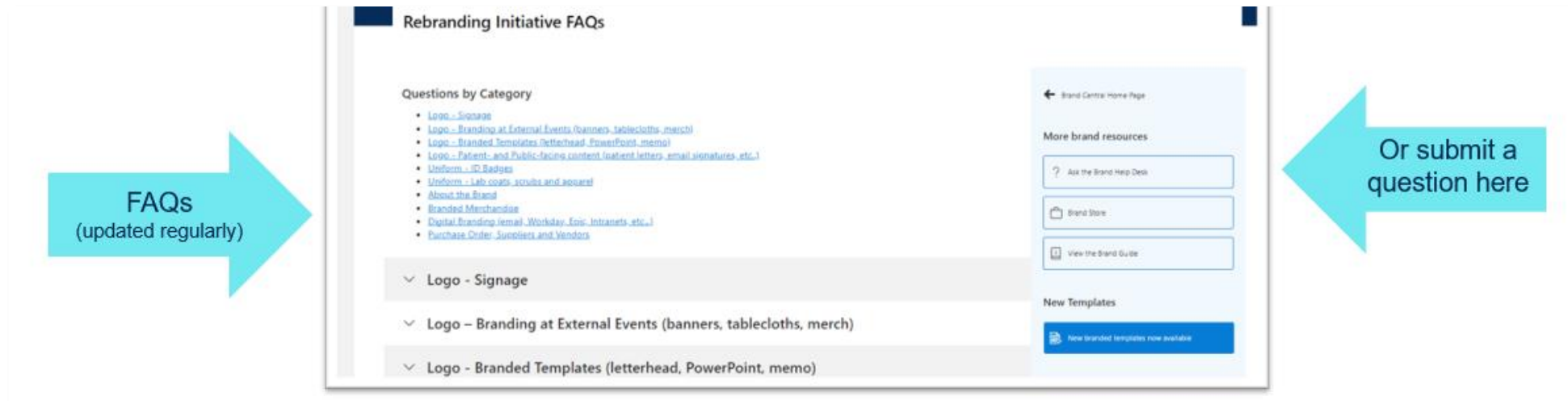
RECOMMENDATION
 Action: Remove and Replace
 Sign Type: Pylon
 Sign Code: CON PY 0-05-120-1
 Quantity: 1
 Attachment: Freestanding
 Illumination: Internal
 Approx. Size: 10' 2" x 7' 6"
 Color: HOG
 Comment: Sign stays in 3 1/2" H



B01

400 Medical Park Dr
 (turn left to meet)

EXECUTION: Questions about process



EXECUTION: Celebrate Success!

Event celebrating our first signs in-market at
Corewell Health Watervliet Hospital



All team member event
at our headquarters in
Southeast Michigan

Memento given to contributing
team members at project
conclusion



EXECUTING: Challenges



Speed of implementation



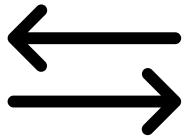
- Overlapping phases
- Volume of sites
- Consistency across sites



Prioritization



- Everyone had day jobs
- Communicating at the right level within the organization
- Documenting and sharing rules and decisions



Change management



- Quantity of change
- Confidentiality
- Enterprise-wide engagement

The logo features the words "FAST MONEY" and "ROUND" in a bold, yellow, 3D-style font with brown outlines. The text is centered within a blue oval that has a subtle gradient and a slight shadow. The background consists of a blue field with radiating lines emanating from behind the oval, creating a sense of motion or energy.

FAST MONEY ROUND



What is the most critical key result?

What is the most critical key result?

1

4

2

5

3

6

Results

Name badges Fronts

The following represent the colors for the ID badges.
Note: The name + color band are the same for both front and back per badge.

Corporate/General	Priority Health	OB / Peds <small>Child can be removed from parent</small>	Volunteer, contractor, vendor	Additional colors if needed	
Dark Blue PMS 285C RGB 0 40 85 HEX 002060 CMYK 100 69 8 54	Light Green PMS 382C RGB 103 244 140 HEX 67B88C CMYK 58 0 72 0	Magenta PMS 279C RGB 219 24 132 HEX D81B60 CMYK 1 92 4 0	Orange PMS 144C RGB 237 129 0 HEX E69138 CMYK 0 51 100 0	Light Blue PMS 350C RGB 14 229 229 HEX 00B0B0 CMYK 74 0 86 0	Purple PMS 265C RGB 144 99 205 HEX 906292 CMYK 52 66 0 0

First name
Last name
Credentials
Two lines for title or department

Corewell Health

First name
Last name
Credentials
Two lines for title or department

Priority Health

First name
Last name
Credentials
OB or Peds

Corewell Health

First name
Last name
Credentials
Volunteer, contractor, or vendor

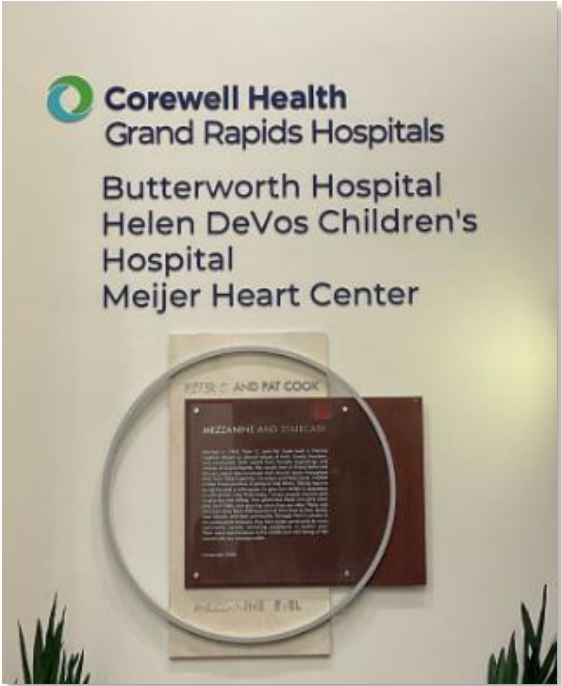
Corewell Health

First name
Last name
Credentials
Two lines for title or department

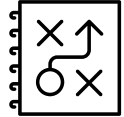
Corewell Health

First name
Last name
Credentials
Two lines for title or department

Corewell Health



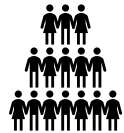
Key takeaways



1

Planning determines success

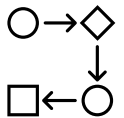
Putting in the upfront effort to determine the implementation scenarios, set up the project structure and dig into the details aligns leadership and stakeholders around the work that is to come.



2

Execution requires a village

From recommendation book reviews with brand, facilities, patient experience, and compliance, to security distributing ID badges, no part of the organization is untouched by the effort of implementing a rebrand.



3

Rebrand is an opportunity to create new processes for brand consistency

Tools like standards and technical specifications for signage, fleet, workwear and ID badges; new processes for signage review and brand approvals carry on and provide value post-rebrand BAU.



4

Methods for quick issue escalation and resolution are crucial

The schedule moves quickly, with many interdependencies, and often compliance requirements layered on top, there is no time to waste when roadblocks are hit.



5

Celebrate wins

Recognizing achievements across the journey builds pride, strengthens collaboration, and demonstrates how the rebrand is delivering real organizational benefits.



Questions?

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



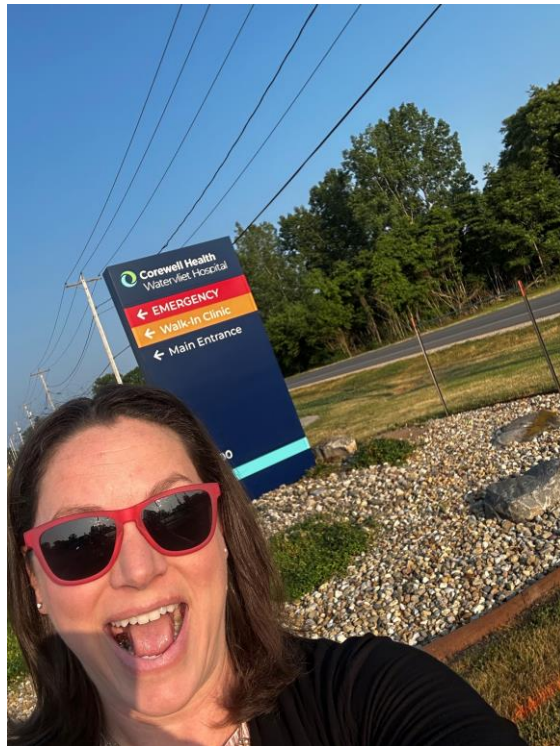


Appendix

Angela Gusse

Senior Director, Marketing

Corewell Health



Angela Gusse is Senior Director of Marketing at Corewell Health, where she leads the Performance Marketing & Media team. She cut her teeth in health care by managing the system's rebranding efforts post-merger, covering everything from accounting to workwear for 300+ locations and 65,000+ team members at Michigan's largest health care system. Angela has twenty-five years of strategy and marketing experience, including in the airline, food, OTC pharmaceutical, and now health care industries. She has an MBA from The Wharton School at the University of Pennsylvania and a BA from Alma College.

You can contact her at angela.gusse@corewellhealth.org or 773.991.3779.

Jon Levy
Senior Director, Client Engagement
BrandActive

BrandActive



Jon Levy is Senior Director, Client Engagement at BrandActive, a leading brand implementation firm. For 26 years, BrandActive has supported over 100 healthcare systems in rebranding, wayfinding, and marketing operations. Jon helps clients scope, budget, plan, and implement branded intent across physical and digital properties, optimizing cost, time, and quality. Previously, he led operational improvement programs for the world's largest hospitality brands, generating over one hundred million in savings. Jon leverages this expertise to help clients implement their brands strategically and efficiently, aligning brand execution with organizational objectives while ensuring fiscal responsibility.

You can contact him at j.levy@brandactive.com or 647.457.5578.