



# Branding from the Bottom Up

The Benefits of Engaging and Utilizing Brand Ambassadors



# Your Speakers



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# Today's Discussion

- Learning Objectives
- System Overview
- Challenges & Opportunities
- Leveraging Brand Ambassadors
  - Identifying
  - Onboarding
  - Gathering Feedback
- Lessons Learned
- Keys to Success
- Q&A

# Learning Objectives

- Learn how to identify and efficiently onboard a large group of Brand Ambassadors.
- Learn the tips and techniques that make Brand Ambassadors more visible and sought out by employees.
- Learn how Brand Ambassador feedback can help you create internal communications that fills in branding gaps.

# System Overview

- The system serves Lake and Porter Counties in the northwest corner of Indiana – part of the Chicago DMA
- Community Healthcare System included the following:
  - 4 Hospitals
  - 5 Immediate Care Centers
  - Several Outpatient, Surgery, Specialty Centers
  - A Medically-Based Fitness Center
  - A Retirement Community
- 50+ different logos
- A mixture of system, legacy and hospital-centric names and brands

# Brand Challenges & Opportunities

# Brand Challenges

- The Community Healthcare System name was thought of as “too general,” was often confused with other “Community” organizations, and did not accurately reflect the level of expertise and care provided
  - Rebranding had been considered for years – the time was right
- The culture was siloed
  - Employees affiliating with the hospitals and service brands they work at, as opposed to the system
- A market study revealed that awareness of our organization as a system was less than optimal
  - Many not knowing our hospitals were part of the same system
- Consumers and employees did not understand all the system offers

# Brand Opportunities

- Align with the new strategic plan – centered on integrated healthcare delivery
- Instill an internal culture of collaboration and working together as ONE
- Rally patients and consumers around ONE new and meaningful brand
- Restructure the marketing team to reflect a system strategy:
  - Centralize functions that were redundant and specific to each entity
  - Allow marketing to inform internal and external audiences about the system's capabilities



# From: All for One



# To: One for All



- The name pays tribute to the legacy of our organization.
- The pentagon in the middle is a nod to the brand's heritage and represents success & resiliency.
- The interconnecting ribbons surrounding the pentagon communicate integration of our entities and staff working together.
- The new logo conveys a sense of strength as you cannot pull it apart – there is no start or end.

# Why Pursue a Bottom-Up Strategy?

# You Have One Chance to “Get It Right” with Employees

- In an information vacuum, staff fill in the gaps with their own stories
- Internal audiences can be the most critical and must become early adopters
- Brand adoption must start inside before it can succeed outside

# Know Your Audience

- Lean on past experience and data
  - Employee survey
  - Employee culture and loyalty
- Determine what needs to be accomplished
  - Employees need to “own” the brand
  - How can we best earn their buy-in and trust?

# The Traditional Approach: From the Top-Down

- When executives deliver the message



# A Modern Approach: From the Bottom-Up

- When employees carry the message peer-to-peer



# Based on a Brand Ambassador / Peer-to-Peer Strategy

- Huddled with our branding partner
- Established a Brand Leadership Team (BLT) made up of Senior leaders
  - Input on Brand Ambassador selection
  - Recruitment support
- Assigned this responsibility to someone immensely capable of achieving success
  - Bright and accomplished, but newer to the organization



# How Powers Health Did It – Recruitment

- Identified 200+ ambassadors across 4 hospitals & 50+ sites
  - Award winners
  - Embody the brand's mission & values
  - Represented all levels of the organization and all shifts
  - Respected by peers
  - Held influence across their department
  - Collaborative and engaged
- Recruitment Challenges
  - Not all were extraverts – some said no
  - Clinical Ambassadors cannot always attend events
  - Needed to cover all employee shifts
  - The large number was more difficult to control

# Think-Pair-Share Activity

- If you launched a rebrand or other major organizational shift tomorrow, what's your thought on implementing a Top-Down vs. Bottom-Up strategy and why?

# How Powers Health Did It – Onboarding

- Nominees were invited via email to serve as a Brand Ambassadors
- Nominees were given the option of accepting or declining after review of the role and responsibilities
  - Brand Advocacy; Brand Training and Education; Internal Celebration Participation; Provide Feedback; Cultural Integration
- We provided training, talking points and branded materials to ensure comfort and confidence in their role.
- Orientation session were offered at each hospital. Ambassadors signed up for a session convenient for them. Shared reporting expectations
- Sent each a thank you: to spread excitement and let them know Brand Ambassadors are essential and appreciated.

# Brand Ambassador Onboarding

# Why We are Rebranding

- Align with the strategic plan by repositioning the brand as one integrated healthcare delivery system
  - Remove the brand silos that have existed for years.
  - Give integration a “jump start.”
  - Instill a culture of working together as one.
- Move away from “Community” – a word that may:
  - Cause confusion with many other health systems.
  - Equal “community health” or primary care – does not accurately reflect the advanced level of specialized care provided.
- Honor the founder of our system, Donald S. Powers

# The Powers Health Story

When Donald S. Powers set out to create an extraordinary health system, he did so with the people of Northwest Indiana in mind. His vision was to provide access to advanced medical care closer to home.

Powers Health is an evolution of Community Healthcare System, not a merger or acquisition. The name change was part of a strategic decision to foster unity across the system and provide the area with one name you can trust for your care. Powers Health employees take great pride in the services they provide and the expertise with which they perform advanced medical procedures.

While our name has changed, the vision is sharp and focused on the people of our communities. Our commitment to excellence, technology, leadership, passion and welcoming spirit remains steadfast.

Everything We Do.  
Everything We Believe.



**Powers**  
HEALTH<sub>SM</sub>

# Roles & Responsibilities



# Brand Ambassador Roles & Responsibilities

- **Brand Advocacy:**

- Champion the new brand and its values to internal audiences.
- Act as an enthusiastic and informed spokesperson for the health system rebrand.

- **Brand Training and Education:**

- Effectively communicate the rebranding message to employees so they can better communicate with patients and the community.
- Address any concerns or questions related to the rebrand and provide accurate information.

# Brand Ambassador Roles & Responsibilities

## ■ Internal Celebration Event Participation:

- Attend and participate in branding events and gatherings within your area of responsibility to promote the Powers Health story.
- Showcase the positive changes and benefits associated with the rebrand to employees and patients.

## ■ Cultural Integration:

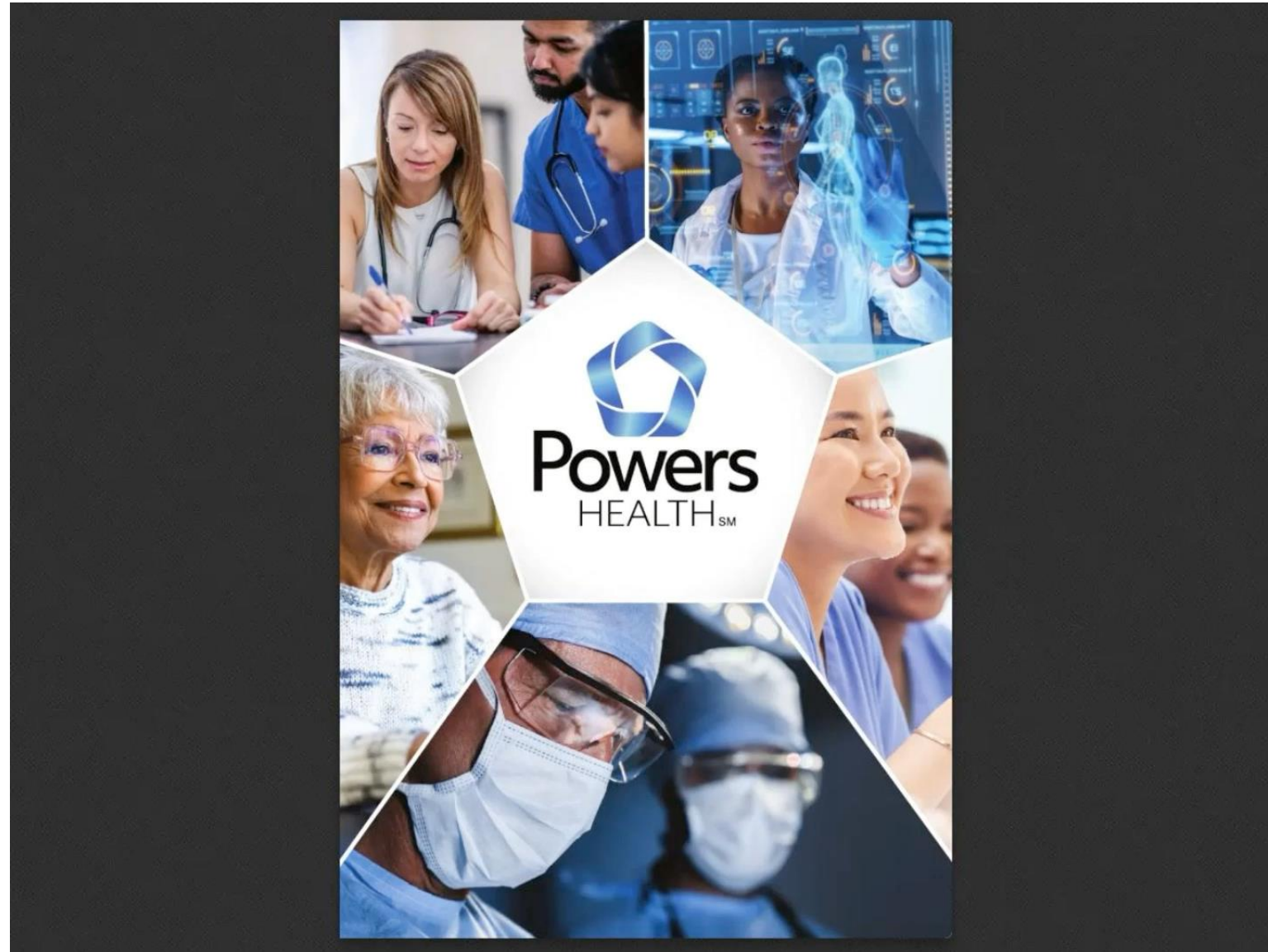
- Assist in integrating the new brand into the organizational culture, ensuring that employees embrace and embody the brand values.

## ■ Provide Feedback:

- Gather and report feedback on employee perceptions of the rebrand.

# Brand Ambassador Tools

# Internal Brand Launch Tools: Brand Book



# Internal Brand Launch: Brand Video



What Inspires YOU?



# INTRODUCING



## Introducing Powers Health

We are excited to announce that our organization's name is changing from Community Healthcare System to Powers Health. This is a new name for our integrated healthcare system, one with a deep tradition and commitment to Northwest Indiana.

The following is provided to answer questions you may have about this change. A separate patient FAQ will be provided to help you answer questions that patients and those in the communities we serve may ask.

### Employee Questions:

#### Why did we change our name to Powers Health?

Our new name honors the impactful legacy of Donald S. Powers, a visionary community leader who, along with four land developers, donated five acres and his own funds to help build the flagship Community Hospital that serves as an anchor of the community. His tireless efforts laid the foundation for the strong, integrated system.

He was one of the original Directors and President of Community Foundation, which became Community Foundation of Northwest Indiana, Inc. in 2001, parent company of Community Healthcare System.

Don Powers was dedicated to bringing advanced healthcare services to Northwest Indiana. When his wife was diagnosed with cancer, they had to travel hundreds of miles away from home to receive the higher-level care she needed. He vowed to build a healthcare system so other families in the area could access specialty care and treatment close to home.

As a Navy fighter pilot, he was proud to fight for our country and community. Known as a decisive, humble leader, he donated his time and resources to numerous charitable organizations.

With several healthcare systems – including some in Indiana – also using Community in their names, the name Powers Health establishes a distinct identity, reflecting itself as a leader in advancing healthcare.

# Employee FAQs

Provided anticipated employee feedback and training to deal with employee responses – both positive and negative

## Posters

### Video Displays

**"I enjoy collaborating with a dedicated team to deliver exceptional service and excellent meals!"**

**Gabe Rosado**  
Executive Chef



## Teamwork



**"I love that there are opportunities for change and growth within the Powers Health System to further my skillset."**

**Megan Laughlin**  
Patient Registration Representative

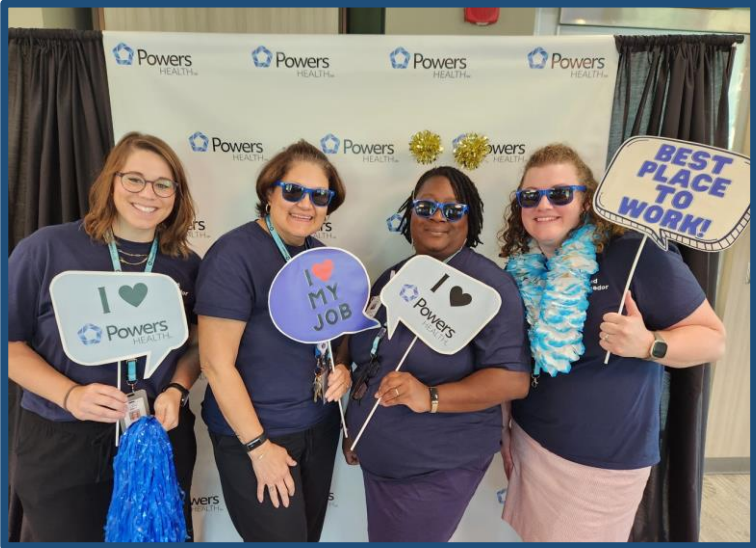


## Growth





# Brand Celebrations





# Brand Swag

- Swing bag
- Mug
- Lanyard
- T-shirt
- Notebook
- Cookie



# Wrap-Up

# Brand Launch Lessons Learned

- Assign a lead
- Brand Ambassadors created excitement and compliance “from the ground up” vs “the top down”
  - Peers from “their department” created buy-in and trust
  - Helped break down entity silos and educated on all the organization offers
- The branding celebrations boosted morale throughout the system
  - Hosted 4 all-day Brand Celebrations
  - Engaged at Employee Picnics
- A new online store for approved branded items improved adoption and allowed employees to take ownership of the new brand

# Brand Launch Lessons Learned

- Be selective when choosing the Brand Ambassadors
  - Run each through your “marketing filter” to ensure improved participation
  - A smaller number can be more manageable
- Brand Ambassador feedback may not be forthcoming
  - You will need to probe
  - In-person is best, given there’s time to gather feedback this way
  - A Brand Ambassador survey can work if time is limited
- Use the feedback to address gaps and reenforce employee brand perception
  - Brand section of the internal newsletter
  - Employee rounding

## In the End:

*"Brand Ambassadors connected from the ground up, not as a mandate from the top down"*

# Applying This at Your Organization

- What shifts in your organization would benefit from a bottom-up Brand Ambassador approach?
- How would you identify effective Ambassadors?
- What tools do you feel would be most helpful to provide?
- What else would you do with the Brand Ambassador feedback?

# Three Keys to Success

- **The Right People** – peer-respected, mission-driven
- **The Right Engagement** – have fun, brand fairs, using branding tools to provide consistent messaging & visual assets
- **The Right Feedback** – keep learning from the frontlines



# Questions?

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