



Efficiency Engineered: Systemized Marketing for Brand Growth in Health Care

&well | CHRISTUS Health



Outline/Agenda

The Challenge

Why decentralization creates inefficiency and fragmentation in health care marketing.

Learning Objectives

1. Systemized Marketing Structure
2. Centralized Planning for Scalable Growth
3. Unified Brand through Service Lines

Speaker Biography



Shelby Fill

Senior Director of Account Management

shelby.fill@and-well.com

Shelby is a client partner with expertise in health care marketing and agency leadership. She works with multiunit health care systems to create strategies that align stakeholders, drive growth, and activate campaigns across multiple facilities and markets. Known for building trusted partnerships and guiding cross-functional teams, she shapes enterprise-wide brand strategies that elevate patient experiences and deliver lasting value for health systems and their communities.

Speaker Biography



Jeff Stewart, MBA, MS-IS, FACHE

VP of Strategic Marketing

jeff.stewart@christushealth.org

Jeff leads brand strategy, service line and regional marketing, and digital consumer experience for one of the nation's largest Catholic health systems. CHRISTUS Health operates more than 600 care locations including hospitals, ambulatory facilities, and a large physician group across Texas, Louisiana, New Mexico, and Latin America. He also serves as adjunct faculty at The University of Texas at Tyler and Good Samaritan College of Nursing, teaching in the field of health care marketing and informatics. Prior to CHRISTUS, Jeff led digital communications for VITAS Healthcare, and digital marketing strategy for TriHealth.



The **Common** Health Care Marketing **Reality**

- Every market feels unique, rural vs. urban, large vs. small
- Local teams carry heavy loads with limited staff
- *"You don't understand us"*

Why it feels so *Heavy*

- Competing service line priorities
- Shrinking budgets and staffing challenges
- Pressure to grow margins without added support

The *Vulnerability* of Going Alone

- Pandemic, policy shifts, downturns expose weaknesses
- Local markets get cut first, and hit hardest
- Without system-wide support, recovery is slow and uneven

The Cost of *Fragmented* Marketing

- Economic downturns → marketing first to cut
- Policy shifts → markets left vulnerable
- Local budgets → easy to slash, hard to recover

The *Problem*

**A decentralized structure breaks
in times of turbulence.**

The *Goal*

**Unify the work, so we can unify
the experience for consumers.**

Systemization isn't a theory. It works.



**90+ benchmarks
improved ratings**

Methodist Le Bonheur

*Stronger ratings through
systemwide planning*



**32% more likely to
fill prescriptions**

Kaiser Permanente

*Patients filled prescriptions
more consistently*



**21% more likely to
reduce cholesterol**

Kaiser Permanente

*Patients reduced cholesterol,
leading to better health outcomes*

SYSTEMIZED SYSTEMS BUILD STRONGER BRANDS & DELIVER BETTER OUTCOMES FOR PATIENTS.

Source: *Frontiers of Health Services Management*, Volume 42, Number 1, Fall 2025 — "Healthcare Systemness Today"

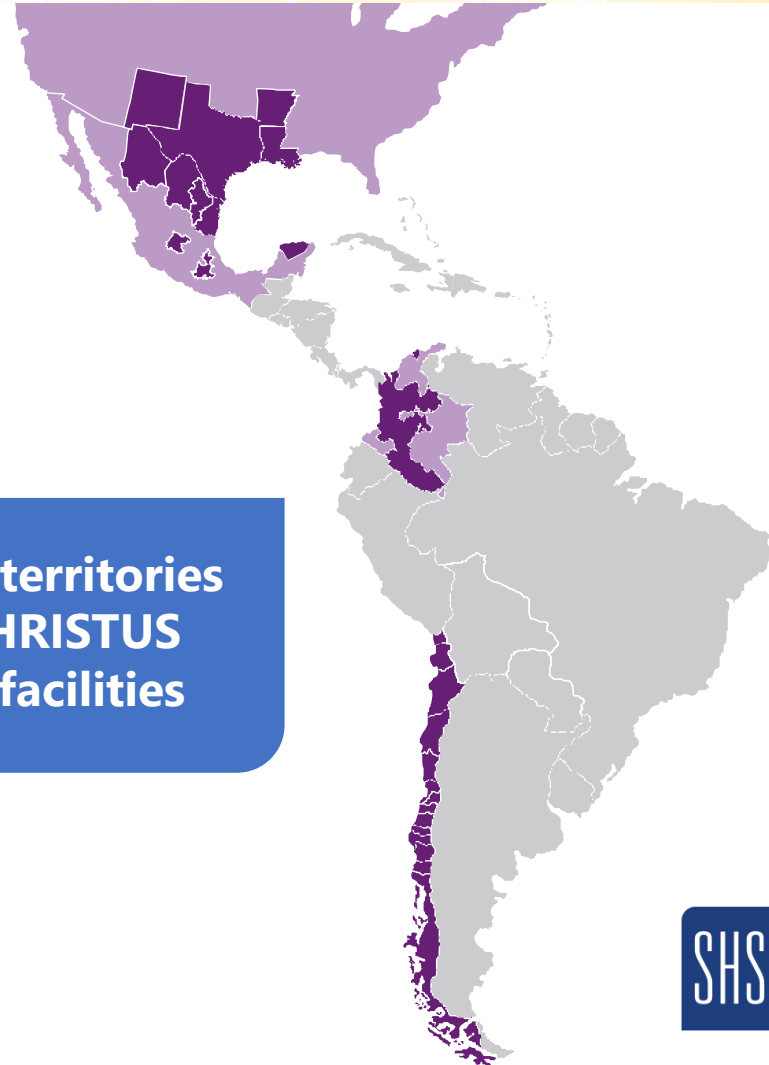
CHRISTUS Health: The Transition to Systemization

CHRISTUS Health is a Catholic not-for-profit health care system with 600+ centers including long-term care facilities, community hospitals, walk-in clinics, and health ministries

51,000
associates with
15,000+ physicians

Countries
with CHRISTUS
Health facilities

States & territories
with CHRISTUS
Health facilities



FY23

Beginning Centralization

Budgets reduced to accommodate centralized creative development

6 months, agency retainer

FY25

Strategic Partnership

Timing and strategies planned earlier and with strategy and ministry leadership

Ministry Led

All budgets, plans, and contracts handled locally

FY24

Centrally Planned

Proposed spend based on consistent presence distributed across channels and all ministries

12-month agency retainer

FY26

FY27

Data Driven

Priorities driven by objective measurement of service line readiness through scorecards

3 Shifts That Drive Systemization

1

**STAFFING &
STRUCTURE**

2

**STRATEGIC
PLANNING**

3

**SYSTEMIZED
BRANDING**

CHRISTUS Health: The Transition to Systemization

From Local Silos → One Centralized System

SERVICE LINE DIRECTORS

- Align goals
- Coordinate messaging

CREATIVE SERVICES TEAM

- One hub
- Consistent Brand

REGIONAL SUPPORT

- Streamlined requests
- Local needs met

DIGITAL EXPERTISE

- Integrated campaigns
- Patient journey focus

Results in real time

**Systemization
unlocks
higher-value
work.**

**WORKLOADS
REDISTRIBUTED**

**MORE TIME
FOR STRATEGY**

**CAMPAIGN EXECUTION
ACCELERATED**

Planning Turns Structure into Scale

Why Planning Matters

**Aligns Timing,
Budget
and Tactics**

**Prevents Overlap
and
Audience Fatigue**

**Creates
Predictability
and Scalability**

SYSTEMIZATION BLUEPRINT

STRATEGIC ALIGNMENT



Priority Alignment
Annual Roadmapping
Budget Planning

MARKET ALIGNMENT



Strategy Dissemination
Service Line Prioritization
Budget Planning

PLAN EVALUATION



Annual Performance Audit
Multi-Year Creative Planning
Local Needs Assessment

PERFORMANCE OPTIMIZATION



Data-Driven Decisioning
Reporting & Optimization
Campaign Refinement

SUSTAINABILITY PLANNING

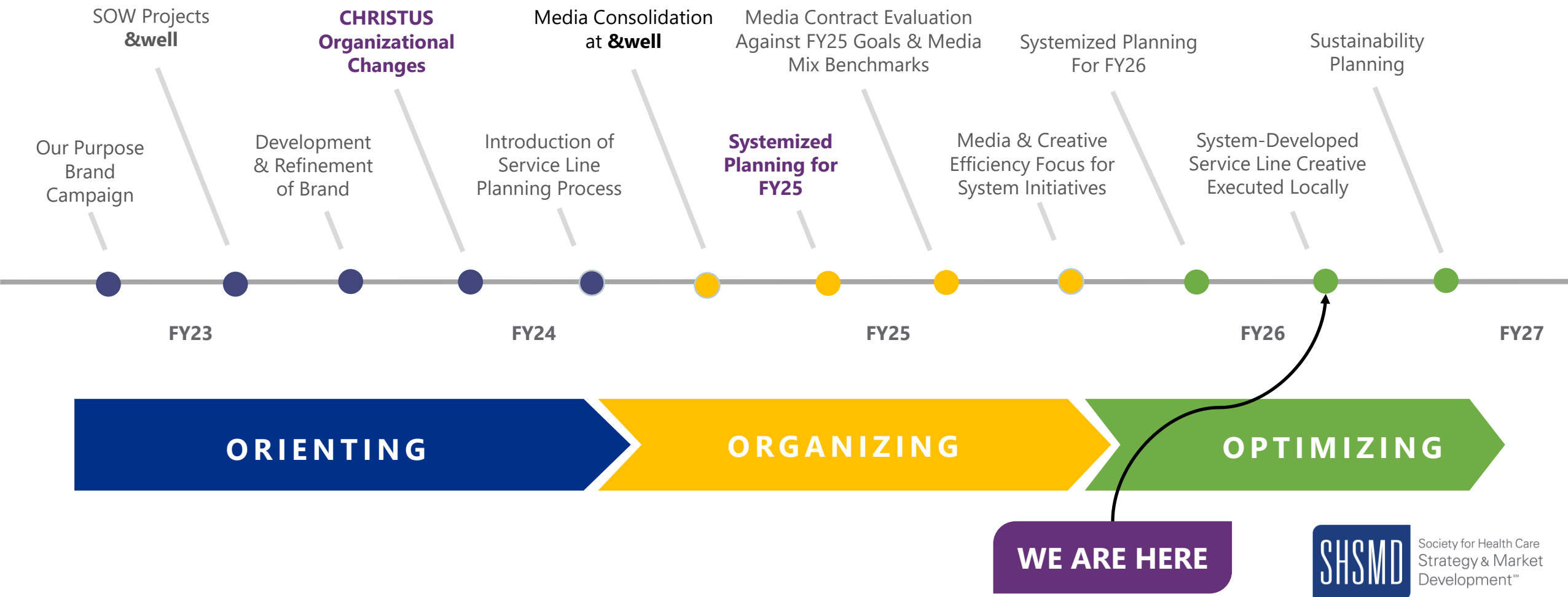


Process Maturation
Scenario Planning
Pivot Anticipation

SHSMD

Society for Health Care
Strategy & Market
Development™

Milestones on CHRISTUS Systemization Journey



What Planning Delivers

Prioritization →

Align Campaigns & Timing

Agreements →

Define Ownership & Accountability

Approvals →

Create Clarity & Efficiencies

Aligned Timing, Unified Impact

- Planned per ministry
- Annually focused
- Aligns strategies with priorities
- Maximum visibility

[illegible]

Budget Alignment Process

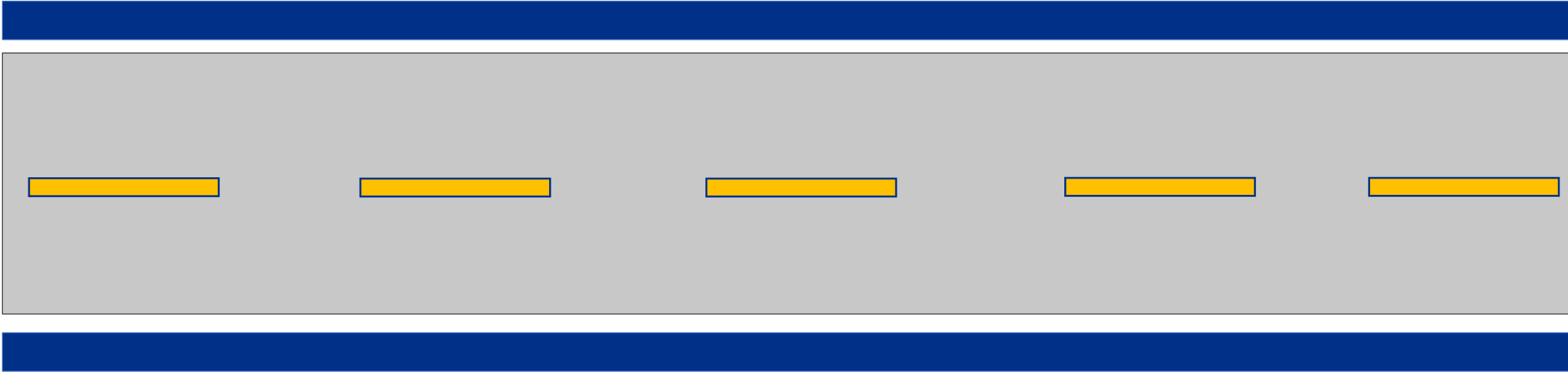


Agreements are the Guardrails of Systemization

Budget Ownership

System-Wide Priorities

Campaign Timing



Brand Stewardship

Approval Pathways

How we all work together

&well

- Define creative & media strategies
 - Lead creative development
 - Coordinate outlined approvals
 - Execute media plans
-

Service Line Directors

- Lead campaign kickoff in Workfront
 - Consult & inform Regional Marketing Teams in development
 - Align with Brand
-

Regional Directors

- Contribute local RTBs to Service Line Directors during concepting
 - Approve ministry plan & budget
-

Brand Director

- Approve campaign concept & final pieces

Approval Process → Clear, Fast, Repeatable

	VP	Brand Director	Service Line Director	Regional Director
Strategy + Media Deck				
Approve overall strategy + media approach	I		A	I
Concept Development				
Approve general concepts & storyboards, socializes internal approvals, and stewards' revisions as needed.	A	A	A	I
Creative Development - Localization				
1. Approve system-level tactics: imagery, copy, templates	I	I	A	I
2. Approve versioning with localized messaging, ministry-specific RTBs/copy	I	I	I	A
3. Final approval of concepts, high-level templates, imagery	A	A	I	I
Media Plan				
Approve budget and tactics; VP or Regional approval based on who is funding	A		I	A

 **A** APPROVER

 **I** INFORMED FOR AWARENESS

Results in real time

UNIFIED PRIORITIES

Campaigns ladder up to
the same goals

PREDICTABILITY

Reduces overlap & fatigue

**Planning
unlocks clarity
and scale.**

ONE CALENDAR

Aligns timing across
audiences & tactics

EFFICIENT CHOICES

Forces prioritization,
adjusts channels

Systemization Unlocks More Than Advertising

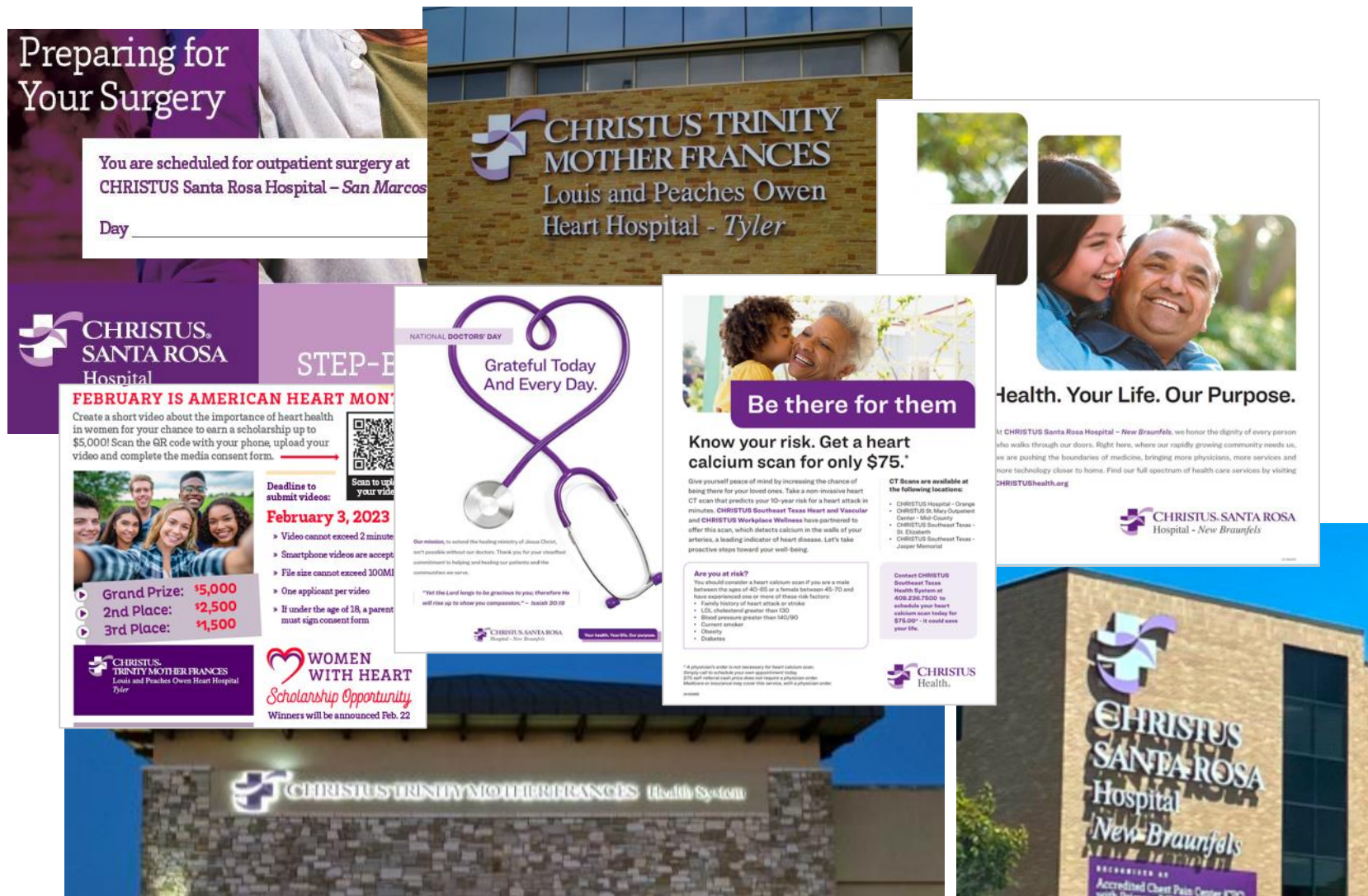
Roadmaps and planning expand reach — more audiences, more tactics, all aligned to a single calendar

Clarity on priorities drives smarter choices — forcing focus, guiding channels, and improving impact

Aligned advertising creates space — freeing time and resources to invest in broader marketing tactics often left undone

The Power of Brand Alignment

The Problem: Fragmented Brand Presence



CHRISTUS.
Weight Loss Institute
San Marcos

CHRISTUS.
SPOHN
Hospital Corpus Christi
Shoreline

CHRISTUS.
SOUTHEAST TEXAS
Center for Health Management
St. Elizabeth

CHRISTUS.
SANTA ROSA
Hospital
Alamo Heights

CHRISTUS.
MOTHER FRANCES
Hospital
Sulphur Springs

CHRISTUS.
Central Louisiana
Surgical Hospital

The Solution: A Unified Brand



Towards Simplicity & Consumer Focus

Extending Brand Presence Through Service Line Campaigns

- Make once, use many: shared creative adapted locally.
- System brand elevated by service-line personalization.
- Patients experience One CHRISTUS brand, wherever they enter.



Customizable Service Line Creative Highlights

Community Members and Local Care



Debra J.
Cancer Survivor

SWLA's home for truly
compassionate cancer care.



Learn more
about advanced
cancer care.

When advanced cancer care is close, you can get a screening or treatment and still make it home for dinner. And that's exactly what CHRISTUS Health offers – exceptional care delivered with exceptional caring, close to your home and your life. Learn more about our cancer health risk assessments and screening programs at CHRISTUShealth.org.

Your health. Your life. Our purpose.



Ochsner



Ahhh Danielle, the story write up is great. Love it can't wait to see the pictures. You all are awesome. Thank you so much. 🙏❤️

Corpus Christi's home for truly
compassionate cancer care.



Linda's Breast Cancer Story:
"Taking action gave me peace of
mind."



At 77, Linda Garrett had never experienced any health issues.

Linda and her husband, a firefighter, moved and retired to North Padre Island near Corpus Christi. She also did not miss her scheduled health screenings, including her [annual mammogram](#).

But in October of 2023, a routine mammogram revealed something unexpected.

"I've never had any problems in my 77 years," Linda recalled. "But after that mammogram, they called me the next day and said, 'We need to do further tests.'"

Linda wasn't too worried at first

SHSMD

Society for Health Care
Strategy & Market
Development™

Consistency Across Service Lines Through Emotional, Benefit-Driven Messaging



A brighter future starts with early cancer screenings.



Learn more about advanced cancer care.

Cancer comes in many forms, but they all have one thing in common: early detection gives you a better chance to survive – and thrive. So talk to your primary care provider about which cancer screenings might be right for you based on your physical condition and family history. At CHRISTUS Health, we're here, close to home, to help determine your risk and provide the compassionate care you need. CHRISTUSHealth.org

Your health. Your life. Our purpose.



Results in real time



The *Result*

**Unified the work and unified brand
experience for patients.**

Key Takeaways

1. Systemization Creates Efficiency and Consistency

Action Step: Centralize roles, budgets, and campaigns to eliminate duplication and improve alignment.

2. Transformative Planning Drives Scalable Growth

Action Step: Use annual planning cycles with clear approvals and timing to streamline execution.

3. Unified Brand Strengthens Service Line Campaigns

Action Step: Ensure every service line campaign ladders back to your core brand promise.

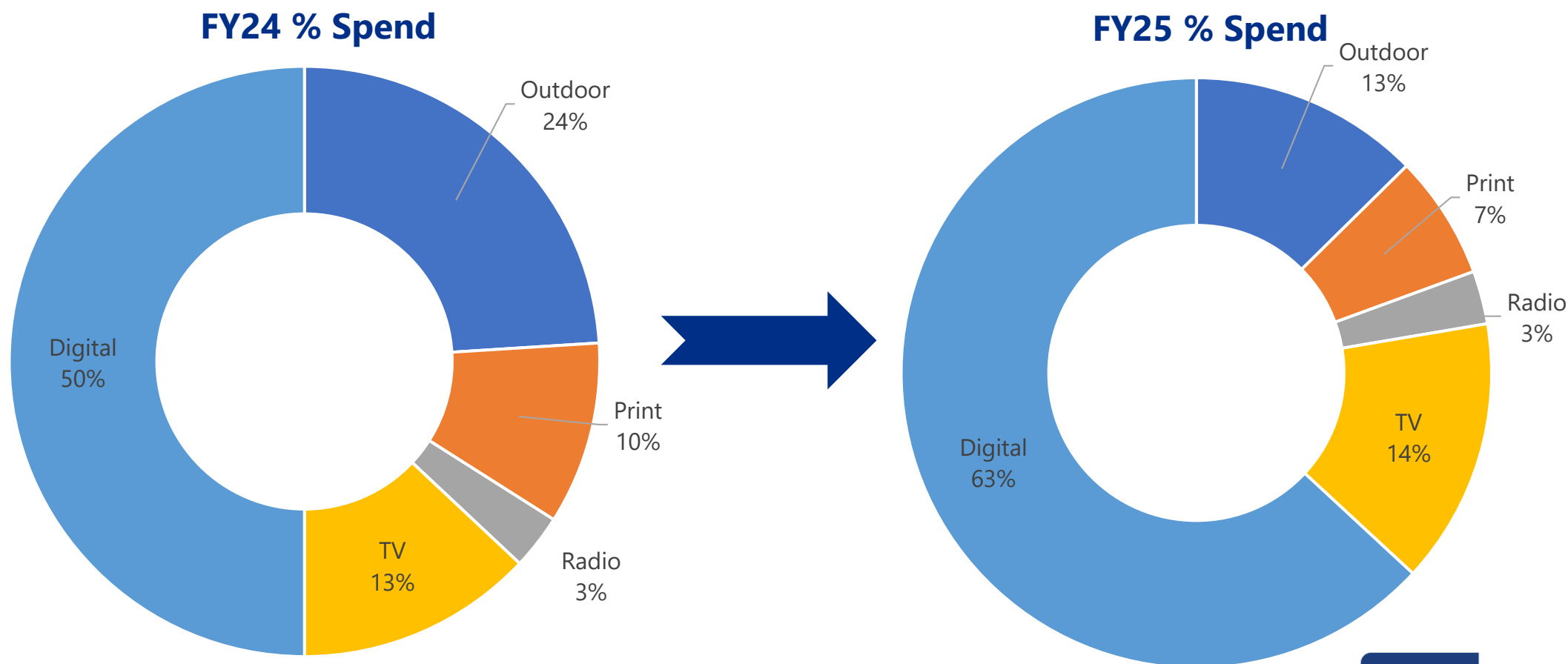


Questions?

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



Channel Efficiency Through Buying Power



Service Line Campaign Planning Schedule

Service Line	Campaign	FY22	FY23	FY24	FY25	FY26	FY27
BRAND	“Our Purpose”	BUILD	LAUNCH	MEDIA	MEDIA	MEDIA	
	NEW						BUILD
CARDIAC	“You only have one heart”		BUILD	BUILD	LAUNCH	MEDIA WITH CREATIVE OPTIMIZATIONS	
	NEW						BUILD
ONCOLOGY	“When...”				BUILD	LAUNCH	MEDIA W/ CREATIVE OPTIMIZATIONS
	NEW						
ORTHO	“Get Back...” Joint				LAUNCH	MEDIA W/ CREATIVE OPTIMIZATIONS	
	Athlete TBD				BUILD	LAUNCH	
	NEW						BUILD
PCP	“Person to Person”			BUILD	LAUNCH	MEDIA WITH CREATIVE OPTIMIZATIONS	
	NEW						
ODC	“You need easy”			BUILD	LAUNCH	MEDIA WITH CREATIVE OPTIMIZATIONS	
	NEW						
CHILDREN’S	Name Change		BUILD	LAUNCH	MEDIA		
	“Built for kids like...”			BUILD	BUILD	LAUNCH	MEDIA WITH CREATIVE OPTIMIZATIONS