

SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

American Hospital Association Conference
September 27-29 ∙ Baltimore

Rebranding in Motion: How Leading Health Systems Navigate Brand Change Across Complex Organizations

Sarah Icely Hill, SVP, Growth, BrandActive (moderator)

John Eckroth, Vice President, Digital Marketing & Technology, Endeavor Health

Amanda Gold, Director, Brand Strategy, Intermountain Health

Stephanie Roussell, Senior Director, Brand and Strategy, FMOL Health



Who we are



Sarah Icely Hill

Senior Vice President, Growth
BrandActive



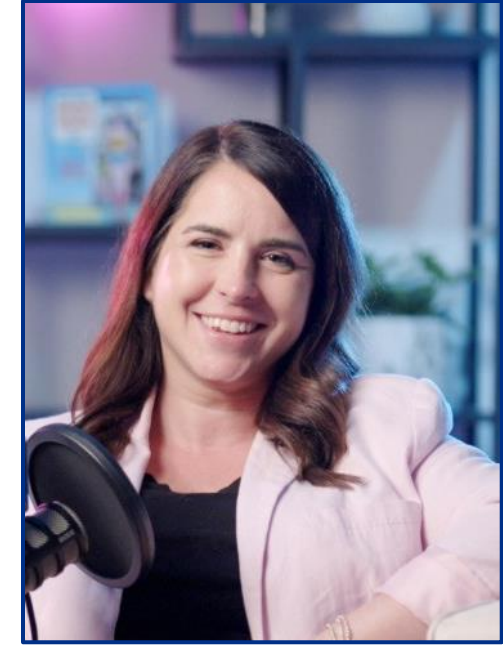
John Eckroth

System Vice President, Digital
Marketing & Technology
Endeavor Health



Amanda Gold

Director of Brand Strategy
Intermountain Health



Stephanie Roussell

Senior Director of Brand and
Strategy
FMOL Health

Outline/Agenda

Unlike most things an organization does, a rebrand touches every person, every location, and every leader at the same time. **This session offers a practical playbook for leading a complex rebrand, across three themes:**

INFLUENCE

Earning influence across the organization

Building alliances and bringing evidence so brand has a seat at the table.

LEADERSHIP

Leading under pressure and when you don't have every answer

Setting direction and communicating clearly before every detail is settled.

LONGEVITY

Turning a rebrand into a lasting strategic capability

Putting structures in place so the brand keeps evolving after launch.

POLL:

Is your function brought in at the right time during major brand transformation?



Yes



No

POLL:

When you don't have every answer yet, what's the most effective leadership response?

- A** Give people certainty, even when you don't have it yourself
- B** Keep moving with the information you have, and adjust as you go
- C** Hold your standards firm. No exceptions under pressure
- D** Keep reconnecting people to the reason for the change, calmly and repeatedly

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Good Morning, Anne

Enterprise Shared Services | Enterprise Headquarters

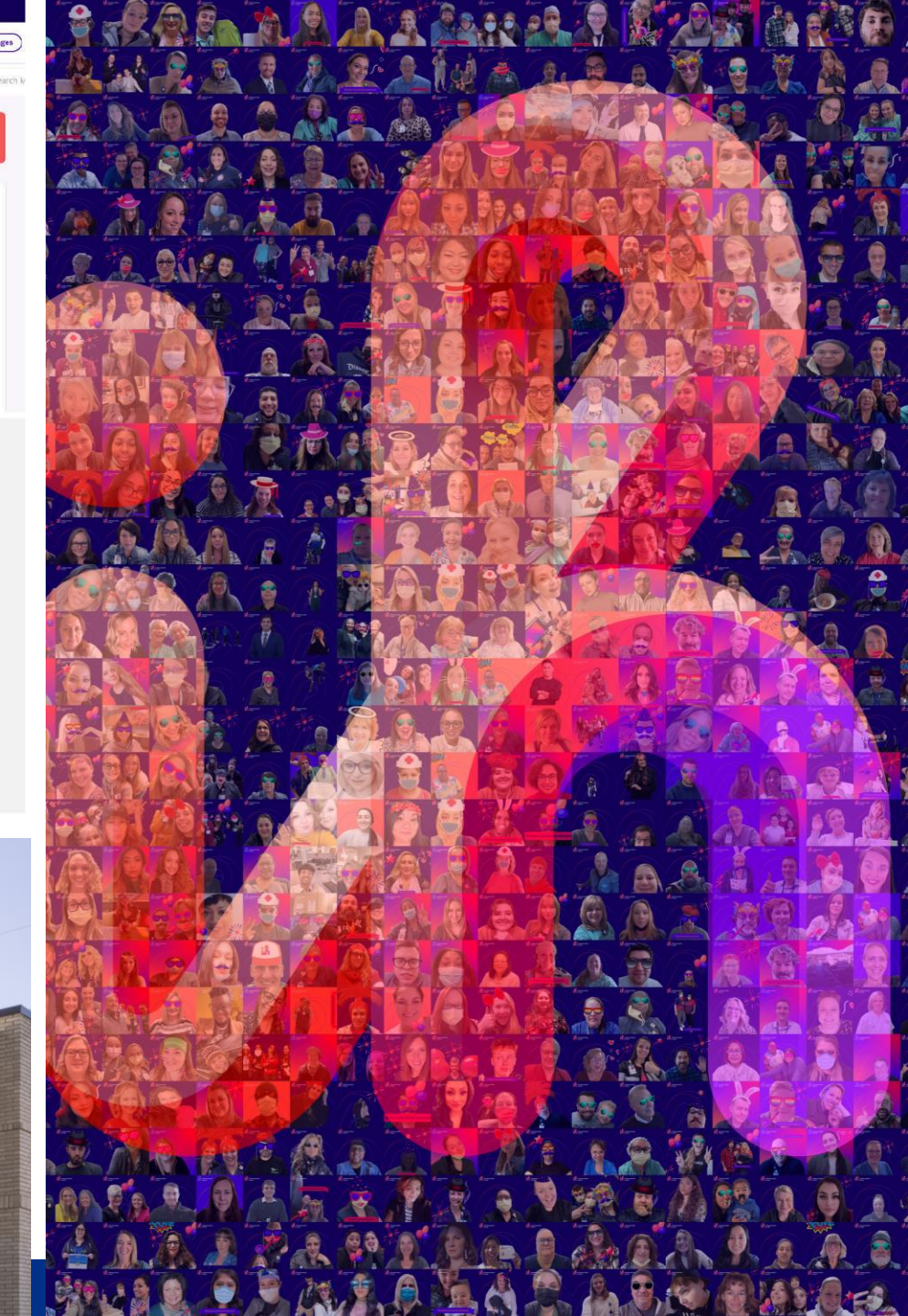
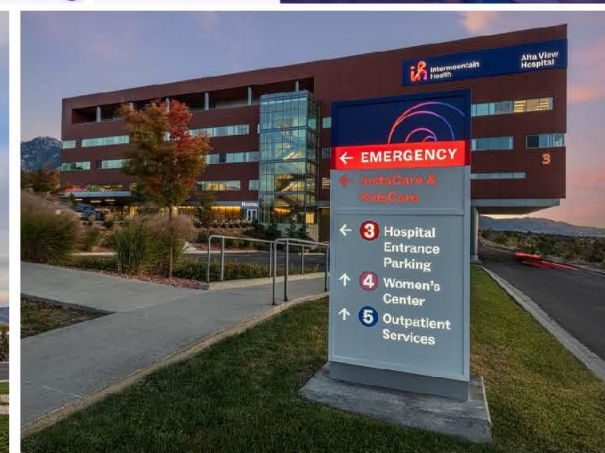
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Zahab Ahsan, MD

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About Zahab Ahsan, MD

Zahab Ahsan, MD, a board-certified orthopaedic sports surgeon at Endeavor Health, specializes in minimally invasive arthroscopic surgery of the shoulder, elbow, knee, and ankle. He completed fellowship training in sports medicine and shoulder surgery at the world-renowned Hospital for Special Surgery. Drawing on his experience with professional athletes, including Chicago Fire FC (MLS), Dr. Ahsan applies elite recovery principles to every plan and stays closely...

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MY ENDEAVOR

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12Years experience

1Location(s)

4.8Average rating

68Reviews

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OVERVIEW

Languages	Hindi, Urdu
Gender	Male
Personal interests	Golf, Fitness, Travel

Expand all

Expertise

Locations

Credentials & education

HEX: #235FF8

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HEX: #F15824

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POLL:

What's the strongest sign a rebrand has succeeded?

A

People consistently use the new brand

B

Trust and reputation improve

C

Brand becomes an operational and strategic partner, not a service function

D

The organization keeps evolving long after launch

Three Key Take-Aways

1

Earn influence with evidence.

Build alliances, bring data, or expand the room — whatever proves the brand function belongs at the table before you're asked.

ACTION STEP

Identify one function or stakeholder group to bring closer into your next major initiative.

2

Give people a direction.

Announce the reason and the plan even without every detail finalized; let the specifics follow.

ACTION STEP

Find one decision you're holding back because it isn't 100% final, and share the direction now.

3

Plan for after launch.

The goal is a brand that keeps evolving on its own, with structures in place to sustain it.

ACTION STEP

Set up one recurring group or process that keeps your brand moving forward.

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Questions?

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

About our speakers



Sarah Icely Hill

SVP, Growth
BrandActive

Sarah Icely Hill is SVP of Growth at BrandActive, where she helps organizations navigate change with clarity, purpose, and discipline. With experience spanning HR, IT, strategy, and growth, she brings a cross-functional perspective to brand evolution by connecting teams, aligning stakeholders, and grounding initiatives in clearly defined outcomes. Known for her calm, curious approach to complexity, Sarah partners closely with clients and colleagues to protect what matters, prioritize smart investment, and drive relevance, trust, and long-term growth.

About our speakers



John Eckroth

Vice President, Digital Marketing & Technology
Endeavor Health

John Eckroth is a digital leader and transformative strategist with over 25 years of experience driving large-scale marketing, communications, and technology initiatives. Leading the digital marketing teams at Endeavor Health, a nine-hospital health system serving 1.5 million patients across Chicagoland, John drives the vision and execution for both patient-facing digital care experiences and online workspaces for employees. John specializes in leading high-impact, insight-driven change by bringing together strategy, technology, creativity and people. His expertise spans practical AI fluency in martech, digital product and experience design, CRM, marketing analytics, enterprise platforms, and digital asset management. Passionate about building high-performing teams, John excels at translating complex technology plans into business strategies that deliver measurable growth and a stronger organization. He holds a bachelor's degree in computer technology from Purdue University.

About our speakers



Amanda Gold

Director of Brand Strategy
Intermountain Health

Amanda Gold is Senior Director of Brand Strategy for Intermountain Health, a nonprofit system spanning 34 hospitals and more than 400 clinics across the Mountain West. Since 2021, Amanda has governed brand strategy across Intermountain Health, SelectHealth, and the system's subsidiaries and joint ventures, overseeing naming architecture, logo development, and brand execution across every touchpoint. She helped lead the rollout of Intermountain's new brand identity, including signage across hundreds of locations. In her eight-plus years at Intermountain, Amanda has focused on translating business strategy into brand experiences that build trust, inspire loyalty, and improve consumer understanding while navigating growth, transformation, and stakeholder complexity.

About our speakers



Stephanie Roussell

Senior Director of Brand and Strategy

Franciscan Missionaries of Our Lady Health System

Stephanie Roussell is Senior Director of Brand and Strategy for FMOL Health, a \$4.5 billion multi-state Catholic health system in the Gulf South. For nearly 13 years, Stephanie has led the team responsible for the brand identity, creative strategy, content and social development, and project management strategy for FMOL Health, while also managing the in-house agency-style team that supports the health system's growing footprint. This past year, she has led the full-scale effort to rebrand the health system into an endorsed brand architecture, which included a full visual identity change, signage and wayfinding update, along with a new brand platform and campaign that highlights how FMOL Health is changing the narrative of healthcare. She is a former SHSMD Rising Star recipient and hosts two podcasts for FMOL Health, one all about navigating parenthood and the other about the power of truth and authenticity in healthcare.