

# SHSMD26 CONNECTIONS

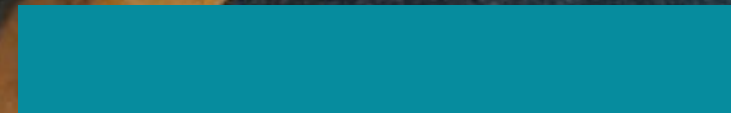
Health Care Marketing, Strategy & Communications

American Hospital Association Conference  
September 27-29 ∙ Baltimore

## From Rebrand to Movement

- Machele Headington, MBA, Chief Marketing & Communications Officer
- Caitlin Kinney, Senior Account Director

# BUILDING A HEALTH CARE BRAND THAT BREAKS THE RULES





# LEARN HOW TO:

Explore Integrated, Multi-Channel Strategies

Align Brand Transformation with Purpose

Sustain Momentum Beyond Launch

# WHY HEALTHCARE MARKETING FEELS THE SAME



PART 1

# THE REBRAND WAS THE CATALYST

# REALITY VS PERCEPTION

**THE ORGANIZATION  
HAD CHANGED**

**PUBLIC PERCEPTION  
HADN'T**

# REALITY

- Rapid growth from one 406-bed hospital to 40+ clinic locations
- New behavioral health hospital
- Growing physician network
- Expanded services
- 4,700 workforce members
- Independent health system investing in growth



# CASE FOR CHANGE

- Outmigration
- More competition entering the market
- Ransomware attack
- “They’re trying to become a monopoly”
- “People leave Yuma for care”
- District Board Unrest

## 700,000 Patients Affected by Yuma Regional Medical Center Ransomware Attack

Posted By [Steve Alder](#) on Jun 13, 2022

Yuma Regional Medical Center (YRMC) in Arizona has announced it was the victim of a ransomware attack in April in which the attackers obtained the [HIPAA](#) protected health information ([PHI](#)) of 737,448 current and former patients.

According to the recent YRMC announcement, the attack was detected on April 25, 2022, which affected some of its IT systems. YRMC said immediate action was taken to contain the attack, and systems were taken offline to prevent further unauthorized access. Law enforcement was notified, and a third-party computer forensics firm was engaged to assist with the investigation and determine the nature and scope of the attack. The investigation confirmed that the attackers gained access to its systems between April 21 and April 25, 2022, and, prior to file encryption, a subset of files were exfiltrated from its systems.



# WHAT RESEARCH REVEALED



**AWARENESS  
WASN'T THE  
PROBLEM.**

**RELEVANCE  
WAS.**

# PEOPLE KNEW US.

We weren't introducing a new organization.  
We were changing what people believed  
about it.

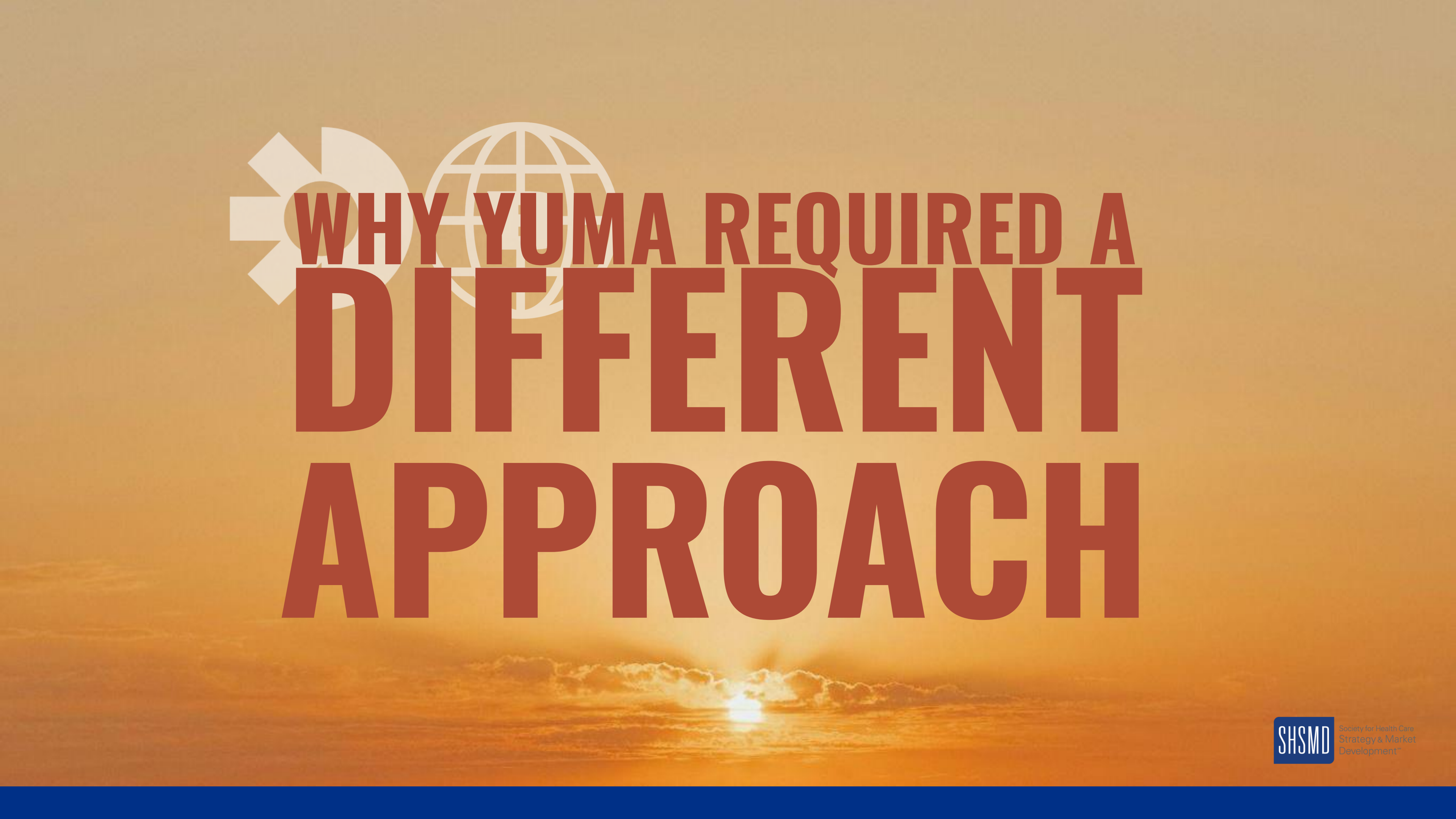
# PERCEPTION HADN'T KEPT PACE

The organization had expanded, but many  
still saw the same community hospital.

# OUR BRAND WAS LIMITING OUR FUTURE

We needed a brand that reflected where we  
were going, not where we'd been.





# WHY YUMA REQUIRED A DIFFERENT APPROACH



**THE BRAND SHOULDN'T JUST SERVE YUMA**

**IT SHOULD FEEL LIKE YUMA**

- 300+ sunny days
- Border community
- Southwestern identity
- Agricultural roots
- Family-oriented
- Bilingual culture
- Patriotic, military community
- Large winter visitor population





# **CULTURE BEFORE BRAND**





**WE DIDN'T START  
WITH THE LOGO.  
WE STARTED WITH  
OUR PEOPLE.**



## RESEARCH

Understand what employees and the community needed.



## PURPOSE, PILLARS AND VALUES

Define who we are and what we stand for.



## CULTURE

Embed the brand internally through leadership, communication and daily behaviors.



## BRAND

Bring the identity to life through naming, design and storytelling.



## LAUNCH

Introduce a brand employees already believed in.

The background of the title features a large, stylized white gear on the left and a white globe on the right, both set against a gradient background that transitions from light blue at the top to orange at the bottom.

# **BUILDING ON VIDA HEALTH**

# THE NAME

# ONVIDA

```
graph TD; ONVIDA --- SpanishRoots[Spanish Roots]; ONVIDA --- Life[Life]; ONVIDA --- GrowthBeyondYuma[Growth Beyond Yuma];
```

Spanish Roots

Life

Growth Beyond Yuma



## OUR PURPOSE

# BUILDING A HEALTHIER **TOMORROW**

### PILLARS

#### **PUTTING PATIENTS FIRST**

We see patients for who they are. Patients and families are at the center of every decision and action we take.

#### **ROOTED IN THE COMMUNITY**

We're an integral part of this community; neighbors caring for neighbors. We live and breathe the dynamic nature of our region.

#### **COMMITTED TO PROGRESS**

We constantly and consistently advance healthcare, create meaningful experiences and improve the lives of everyone around us.

### VALUES



#### **BRING KINDNESS**

We create human connections by being more than just nice.



#### **ACHIEVE TOGETHER**

We each contribute in our own ways, and collectively accomplish more.



#### **ASPIRE FOR BETTER**

We are steadfast. Putting in the quality time and hard work, always striving for better.



#### **DO THE RIGHT THING**

We act with honesty and integrity for the good of those around us.



#### **LEAD WITH OPTIMISM**

We build a hopeful future by celebrating moments, big and small.



Society for Health Care  
Strategy & Market  
Development™

# VISUAL IDENTITY TRANSFORMATION



# YUMA REGIONAL MEDICAL CENTER



YOUR HEALTH  
—  
YOUR HOSPITAL



 **nvida**  
Health



**Building a  
healthier tomorrow**

**Buenos Aires**

PLAY BTS

PART 2

# IT ALL STARTED WITH A SPARK

**LAUNCH  
CREATES  
AWARENESS**

**New name**

**New logo**

**Media attention**

**Community curiosity**

# **MOMENTUM CREATES MOVEMENTS**



**Employee behaviors**

**Service utilization**

**Leadership adoption**

**Daily rituals**

**Recruitment**

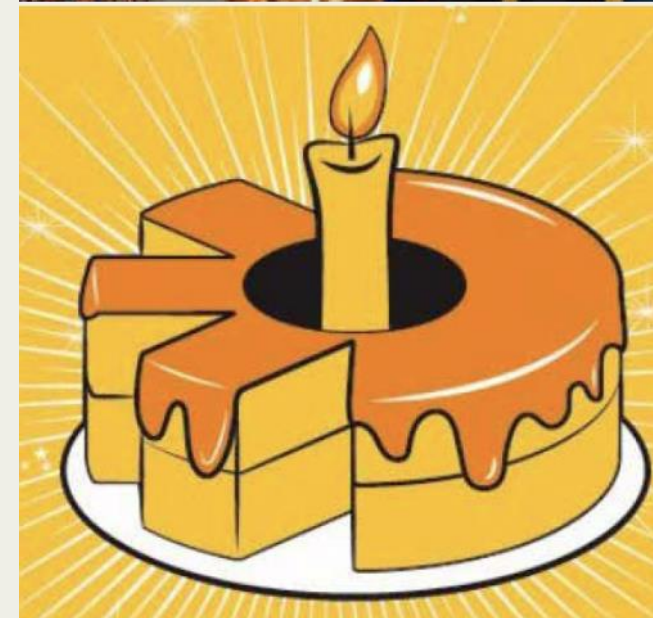
**Community engagement**

The background of the slide is a dark, teal-colored night sky filled with the bright, golden sparks of multiple lit sparklers. In the upper left quadrant, there is a faint, semi-transparent graphic consisting of a gear and a globe. The text "KEEPING THE SPARK" is written in a bold, white, sans-serif font across the middle of the image. Below it, the word "ALIVE" is written in a much larger, bold, white, sans-serif font, dominating the lower half of the slide.

# KEEPING THE SPARK ALIVE

# THE BRAND BECAME PART OF THE EMPLOYEE EXPERIENCE

- Recognition
- Celebrations
- Employee experiences
- Everyday communications



# OPERATIONALIZING THE BRAND



# THE BRAND

**STOPPED BEING A CAMPAIGN AND BECAME  
THE WAY THE ORGANIZATION WORKED**

## **LEADERSHIP**

Every leader  
became a brand  
ambassador.

## **ONBOARDING**

New employees  
learned the brand  
from day one.

## **COMMUNICATIONS**

Purpose and values  
became part  
of everyday  
communications.

## **RECOGNITION**

Celebrating  
behaviors that  
reflected the  
brand.

## **DAILY DECISIONS**

Values became a  
guide for how the  
work got done.



# OHways Behaviors

It's the Onvida Health way.  
Every interaction. Every time.

onvida Health™



| Friendly Greeting                                                                                                                                              | Purposeful Communication                                                                                                                                                                                                                                        | Follow Through                                                                                                                                                                                                                         | Champion Others                                                                                                                                                                                                            | Attitude of Gratitude                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>"I greet others with a warm smile, eye contact, and their name whenever possible."</p> <p>"I take the first step to make people feel seen and welcome."</p> | <p>"I speak clearly, and I explain what to expect next."</p> <p>"I listen to understand, without interrupting, and validate that others feel heard."</p> <p>"I 'care out loud' so that my patients can hear what it is that I am doing as I care for them."</p> | <p>"I do what I say I will do, and if something changes, I let people know right away."</p> <p>"I keep others informed and follow up until things are resolved."</p> <p>"I am empowered to put patients and their families first."</p> | <p>"I celebrate others' strengths and successes, big and small."</p> <p>"I advocate and champion safe and high-quality patient care."</p> <p>"I offer help and speak positively to support patients and team members."</p> | <p>"I take time to say thank you and acknowledge great work."</p> <p>"I offer solutions and ideas, not just problems, and I choose optimism, even during challenges."</p> |
| Bring Kindness                                                                                                                                                 | Aspire for Better                                                                                                                                                                                                                                               | Do the Right Thing                                                                                                                                                                                                                     | Achieve Together                                                                                                                                                                                                           | Lead with Optimism                                                                                                                                                        |

## ATTITUDE OF GRATITUDE

Staff members take time to say thank you and spark joy.

## OHWAYS BEHAVIORS "IN FOCUS"

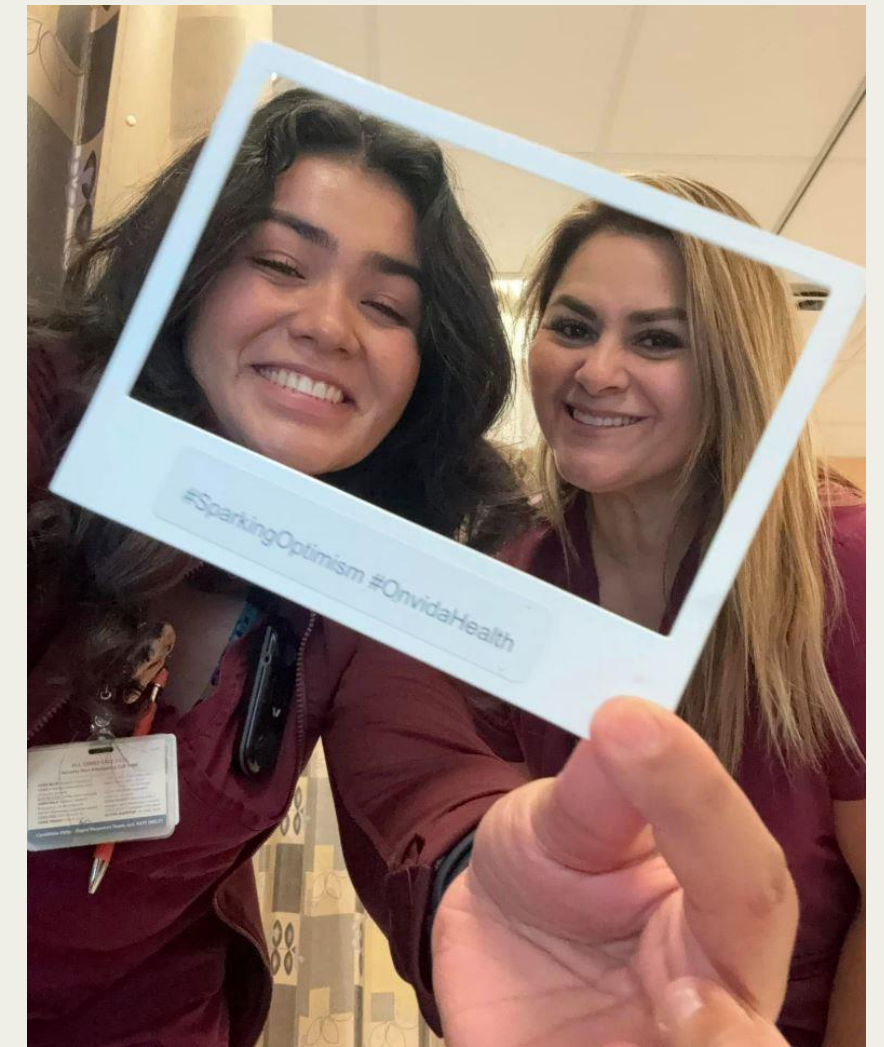
Capture moments that reflect our values and behaviors.

## ATTITUDE OF GRATITUDE

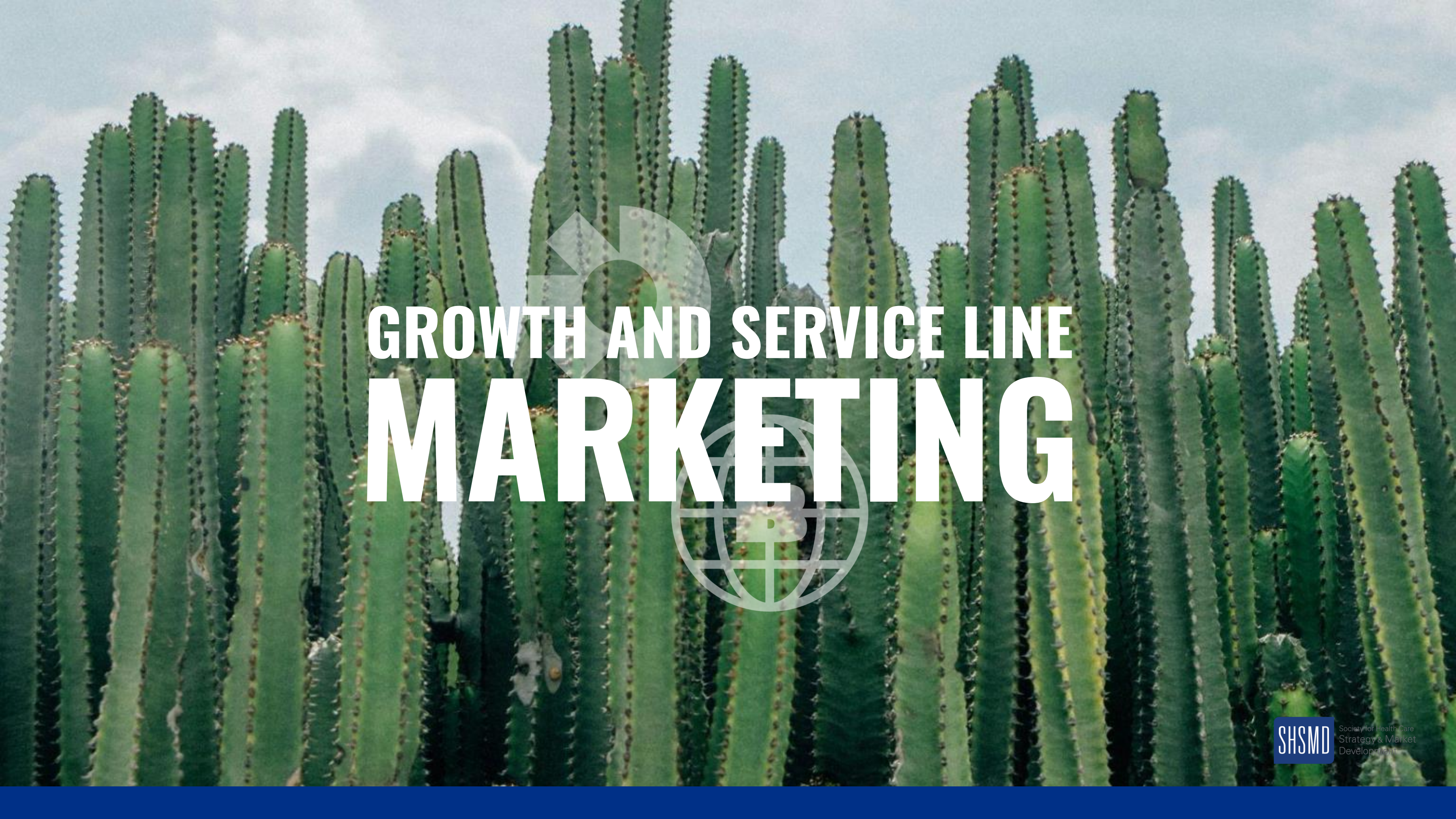


- Write a note, spark a smile.
- Add a duck, double the joy.
- Deliver the spark.
- Inspire the ripple effect!

## OHWAYS BEHAVIORS “IN FOCUS”



- Frame up the situation.
- Capture the spirit of connection.
- Snap a picture.
- Share the love **#SHSMD26**



# GROWTH AND SERVICE LINE MARKETING

SHSMO

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Strategy & Market  
Development

# WHAT'S NEXT?

BRAND

TRUST

GROWTH

# FROM BRAND PLATFORM TO GROWTH PLATFORM

## NEW ACCESS

- New facilities
- San Luis
- Neighborhood expansion

## EXPANDED SERVICES

- Primary care
- Behavioral health
- Emergency care
- Heart care

# A SYSTEM, NOT A SERIES OF CAMPAIGNS



## DIFFERENT CAMPAIGN EVERY TIME

- Different look
- Different message
- Start from scratch



## SHARED CREATIVE PLATFORM

- Consistent voice
- Flexible design system
- Repeatable campaign framework

**CONSISTENCY  
DOESN'T LIMIT  
CREATIVITY.  
IT MULTIPLIES IT.**

# BEYOND CATEGORY SAMENESS



## CATEGORY SAMENESS

- Limited stock photography
- Generic patient stories
- Interchangeable messaging
- Every health system looks the same



## BRAND DISTINCTIVENESS

- Real people
- Real places
- Authentic stories
- A visual identity only your community could own

THE GOAL ISN'T TO LOOK  
LIKE HEALTHCARE.  
IT'S TO LOOK LIKE  
YOUR HEALTH  
ORGANIZATION.



**WE DIDN'T CREATE  
HEALTHCARE  
ADVERTISING.  
WE BECAME MORE  
YUMAN.**

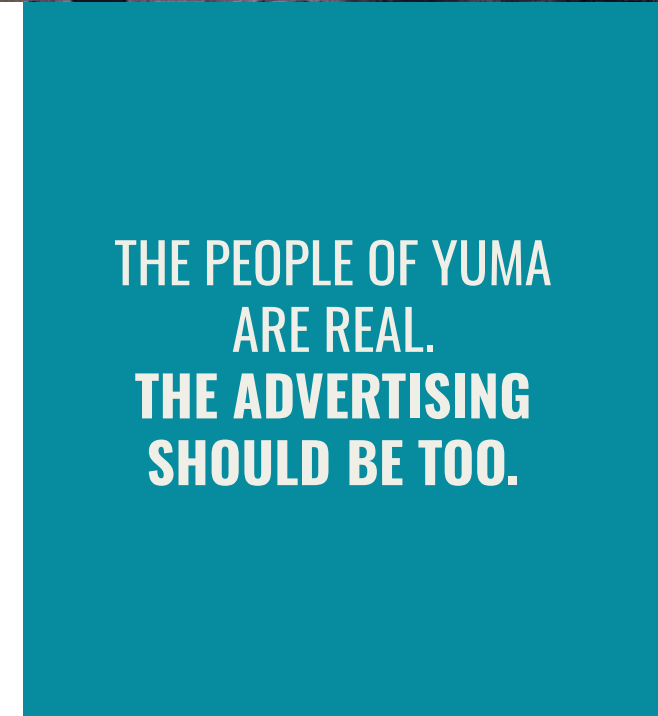
**SHSMD**

Society for Health Care  
Strategy & Market  
Development™

# WE DIDN'T START IN A CONFERENCE ROOM.

# WE STARTED IN YUMA.

- Explored the community
- Met local residents
- Experienced daily life
- Found stories only Yuma could tell





# WE CREATED THE ANTIDOTE **TO GENERIC** **HEALTHCARE ADS**

We developed a service line campaign that delivers a message with authenticity and feeling while steering clear of the clichés.

# WE SET OUT TO WRITE A LOVE LETTER TO YUMA...



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# HIGHLIGHTING IT'S LANDSCAPE

A silhouette of a person with long, curly hair is shown in profile, looking out over a landscape at sunset. The sky is a mix of dark blue and orange, with the sun low on the horizon. The person is wearing a light-colored shirt.

**TO GROUND US IN  
A SENSE OF PLACE...**

A person is sitting on a log, looking down at a small object in their hands. They are illuminated by the warm, orange glow of a campfire burning in front of them. The background is a dark, starry night sky. The overall mood is contemplative and intimate.

**OUR AUDIENCE  
WILL RELATE TO.**

PLAY BH



**WE WORKED WITH  
THE LOCAL COMMUNITY...**



Society for Health Care  
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**TO BRING TOGETHER  
REAL FAMILIES...**



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Strategy & Market  
Development™



**TO SHOW NATURAL  
EMOTIONAL CONNECTION.**

PLAY PC



**WE CONNECTED WITH  
LOCAL SUBCULTURES...**



**TO TELL UNIQUE  
STORIES...**

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**THAT ARE ALL**



**UNITED BY LIGHT.**

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PLAY EC



**AND WE SHOWCASED  
REAL PROVIDERS**



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Strategy & Market  
Development™



# MAKING A REAL DIFFERENCE



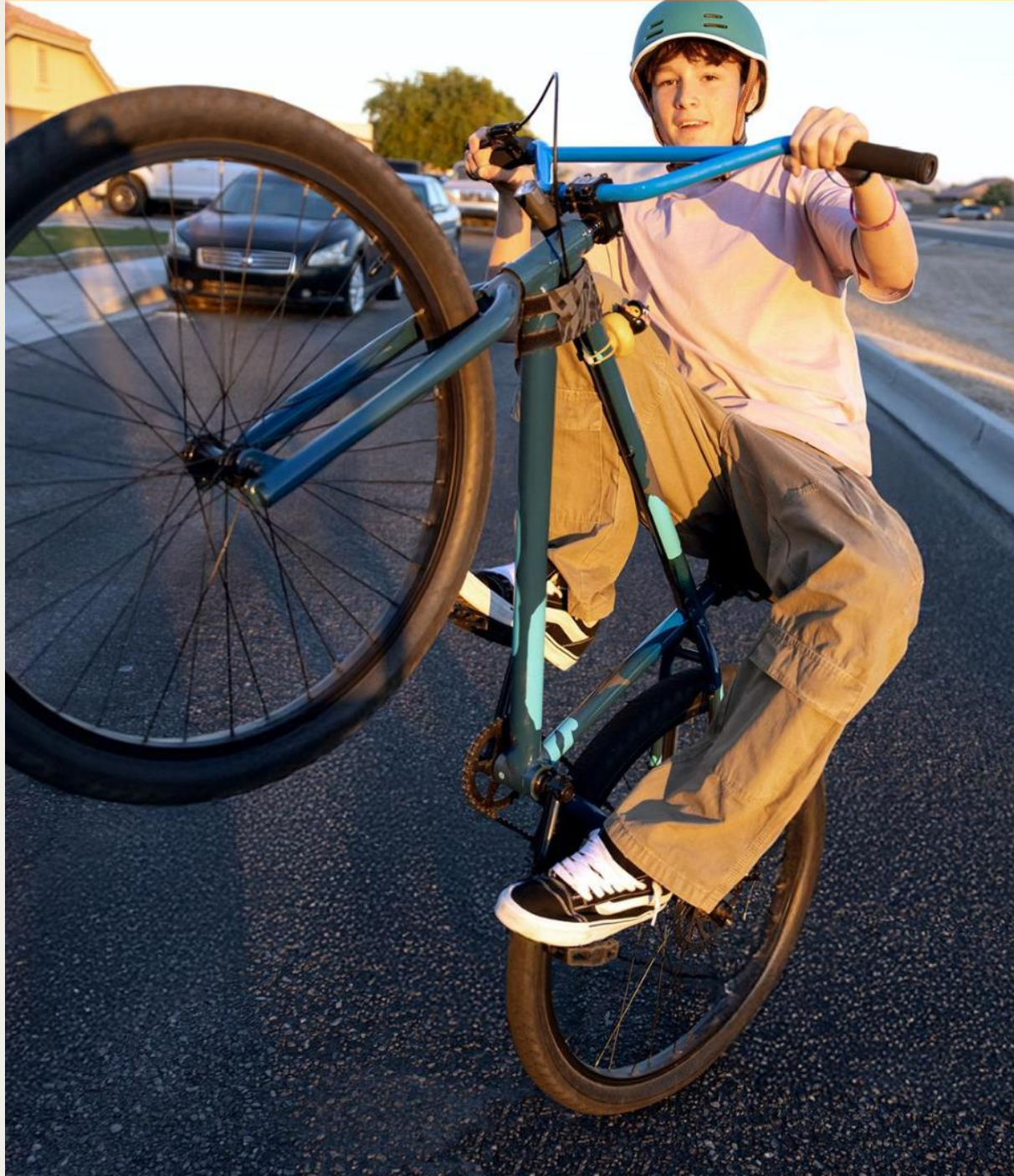
**IN REAL PLACES OUR  
AUDIENCE WILL EXPERIENCE.**



**AND OF COURSE, WE  
FELL IN LOVE WITH YUMA.**



Here's to every  
adventure  
they take.  
Here's to life.



Benjamin Gammon, M.D.  
Medicina de emergencia

Atención de  
emergencia 24/7  
en Foothills.



Here's to the ride.  
Here's to life.



Here's to providers  
who feel like family.  
Here's to life.



Omar Iqbal, M.D.  
Family Medicine

Expert primary care for every age and every stage of life.

More than a check-up, primary care is a partnership. One built on trust, familiarity and a deep understanding of you and your health history. From routine visits and preventive screenings to managing chronic conditions, our primary care providers are here for every season of life, helping you stay well today and prepared for tomorrow.

Schedule your appointment today.  
928-336-3733

**onvida Health**

A photograph of two women walking down a modern office hallway. The woman on the left, with brown wavy hair, is wearing a navy blue button-down shirt and dark pants, smiling and looking towards the other woman. The woman on the right, with long dark hair, is wearing a teal top under a black blazer and is also smiling. They are walking towards the right. The hallway has glass-walled doors and a light-colored carpet. Large, faint, semi-transparent logos are visible in the background: a stylized gear on the left and a globe on the right.

# RECRUITMENT MARKETING

# FROM BRAND AWARENESS TO EMPLOYER PREFERENCE

THE SAME BRAND THAT  
ATTRACTED PATIENTS ALSO  
ATTRACTED TALENT.

- Culture
- Experience
- Storytelling

**Recruitment became an extension of  
the brand, not a separate campaign.**

# APPLYING THE BRAND TO RECRUITMENT.

- Employer Brand
- Recruitment Campaigns
- Careers Website
- Employee Stories
- Application Experience

Employer branding isn't about convincing people to work for you. It's about giving them a reason to believe they belong.

## Spark your career

Your Next Chapter Begins in Sunny Yuma, Arizona  
*Enciende tu carrera. Tu próximo capítulo comienza en Yuma, Arizona.*



### Meet the Onvida Health Team

Wednesday, Oct 15, 2025





## Spark your future in Yuma County

Experience the beauty of the desert Southwest

- Sunniest place on earth with 310 days of sunshine per year
- Friendly and down-to-earth community
- One of the top 10 places to live based on cost of living
- Abundant outdoor activities year-round
- Winter vegetable capital of the world
- Perfect location between Phoenix and San Diego





## Spark progress that moves us forward

Empower patients to regain strength, confidence and independence. Physical therapists, occupational therapists and speech-language pathologists at Onvida Health provide support every step, every word and every breakthrough along the way.

**Now hiring**

- Physical Therapists
- Occupational Therapists
- Speech-Language Pathologists

**What you'll find at Onvida Health**

- Competitive wages
- Comprehensive benefits
- Sign-on incentive
- Relocation and temporary housing incentives to eligible employees



Ready to make a difference with every movement and milestone?  
Scan the code to apply or visit [onvidahealth.org/careers](https://onvidahealth.org/careers)

Questions? [recruitment@onvidahealth.org](mailto:recruitment@onvidahealth.org) or 928-336-7121





## Here, Your Patients Are Your Neighbors

And that changes everything about how we deliver care.

At the Onvida Health Cancer and Blood Disorders Center, every element of cancer care is in one place. Our award-winning, ACR-accredited, QOPI-certified program delivers fully integrated, multidisciplinary oncology care from a modern 38,000-square-foot outpatient facility, including:

- Medical and radiation oncology
- PET/CT and Wide Bore CT imaging
- Elekta Versa HD linear accelerator
- Comprehensive infusion center
- 2 On-site oncology pharmacies and laboratories
- Cancer rehabilitation, lymphedema therapy and palliative care
- On-site genetic screening and high-risk clinic
- Nurse navigation and supportive services
- Multidisciplinary tumor conferences
- Active research portfolio with clinical trials



**Explore your future with us**  
Scan the code. Tell us a little about you, and our recruitment team follows up directly.

Contact: [providerrecruitment@onvidahealth.org](mailto:providerrecruitment@onvidahealth.org)  
or visit [onvidahealth.org/careers/provider-careers](https://onvidahealth.org/careers/provider-careers)

 MAYO CLINIC Care Network Member





# CLOSING



# FROM REBRAND TO MOVEMENT

A brand changes  
perception



Culture  
changes behavior



Experience  
builds trust



Momentum  
drives growth

**BOTTOM LINE: A REBRAND IS AN EVENT.  
A MOVEMENT IS WHAT HAPPENS NEXT.**

# 3 KEY LESSONS

**Start with culture**

**Build a system,  
not a campaign**

**Be unmistakable you**

**BUILD SOMETHING  
PEOPLE WANT TO  
BELONG TO.**

# SHSMD26 CONNECTIONS

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American Hospital Association Conference  
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## Questions?

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

# Speaker Biography(s)

- Machele Headington,  
*MBA, Chief Marketing & Communications Officer*
  - Machele Headington is Senior Vice President and Chief Marketing and Communications Officer at Onvida Health, leading brand strategy, marketing, communications, and community engagement. With over 35 years in health care leadership, she successfully led the rebrand of Yuma Regional Medical Center to Onvida Health in 2024, aligning identity with growth and strategic goals. Known for clarity, innovation, and transformational communication, she drives culture shifts, strengthens engagement, and advances relevance. A civic leader and Athena Award honoree, Machele actively supports women in leadership and community initiatives.

# Speaker Biography(s)

- Caitlin Kinney,  
*Senior Account Director*
  - As Senior Account Director of Bosun's Health Care division, Caitlin brings a rare combination of strategic vision and meticulous execution. With a deep-rooted history at the agency, beginning as an intern during high school and college and joining full-time after graduating from Georgia College & State University in 2011, she has grown alongside the firm. In her current role, Caitlin guides strategy and manages our health care accounts with confidence, precision, and consistency.