

**Leading and Mobilizing**  
SOCIAL CHANGE FOR 40 YEARS

National Hospice and Palliative Care Organization

## Reinventing/Rebranding

Ensuring Relevance in the Emerging Healthcare Environment

NHPCO Presentation  
March 27, 2014

HopeHealth  
Touching Lives

www.NHPCO.org/mlc2014 #MLC14



### Content

How to rebrand and reposition your organization to optimize opportunity in this changing healthcare environment.


Need  
Opportunity  
Process  
Outcome

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Q&A

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### A bit of history



Dedicated to Care, Comfort and Compassion since 1981

- Established provider of hospice services on Cape Cod – for 30 years
- Steadfast mission: serving those experiencing serious illness and loss
- A unique philosophy: “Open Door”, removing traditional barriers to care, serving all “eligible”
- 400% growth average daily census/ADC

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### A changing landscape

#### The changing healthcare environment

- Reimbursement cuts
- Regulatory impacts – increased scrutiny, new requirements
- Increased competition
- Restructuring of healthcare delivery and payor models

#### Needs of the aging population

- Sophisticated, coordinated, home-based care to maintain optimal health and independence

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### A new strategic plan

(1) Innovation – develop new approaches to manage high-cost/high risk populations

*10% Medicare beneficiaries => 65% costs*  
*5% => over 43% costs*

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*Last 24 months of life => \$53,441 (National)*  
*Last 24 months of life => \$63,404 (MA)*

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### A new strategic plan

(2) Alignment – with emerging payment and delivery models

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*Shift from volume => value*  
*From fee for service => fee for value*  
*Shared risk*

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## Response

Introduce new services for chronically ill population, addressing unmet need, leveraging core competencies

*Comprehensive care and cost management of high-cost, high-risk populations*

*Coordination of care plans to optimize health*

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## Hospice - a specialized HMO

- Focused on subset of 5%-10% high-cost, high-risk population that is terminally ill
- Per diem rate – per hospice patient
- Risk pool - **responsible for all costs of care** related to the terminal illness
- Manage and distribute dollars to deliver optimal individualized care plan

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## Implementation of new vision

- **Expansion of service area**  
2008: Martha's Vineyard (Dukes County)  
2010: Acquisition of Hospice of Boston & Greater Brockton, with expansion to Plymouth, Bristol, Norfolk & Suffolk counties
- **New services for those with chronic illness**  
2011: Alzheimer's Services of Cape Cod & Islands  
2012: Three new services:
  - In-home service for dementia clients/caregivers
  - Home-based, primary care
  - Hospital-based palliative care consults

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## A new challenge emerges

- *Hospice & Palliative Care of Cape Cod?*  
No longer representative of who we are and what we do
- **5 Disparate program names**  
Creating confusion in the market, diluting impact of outreach and marketing

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## Need for rebranding – or reinvention?

### Reinvention...

- Honoring where we've been, who we have become, where we're going, how we're unique
- Unified brand communicating and reinforcing our mission
- Enabling us to respond to the changing landscape and be poised for the future
- Brand that is memorable, viable over time, competitively strong, differentiated, and experiential

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## Risks and challenges

- Maintaining relationships and support in core markets
  - Donors, Business Partners, Referral Sources, Community at large
- Engaging all constituencies, "bringing them along" with us
- Presenting organization as forward-thinking and viable, with continued commitment to mission

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### What we did

- **Creative Agency Selection**
  - Request for Proposal (RFP) goals & requirements
  - Identify candidate firms, review responses, conduct interviews
  - Selection and engagement
- **Research and Brand Development Strategy**
  - Competitive and market research
  - Review, discussion of strategic plans with Board and leadership
  - Identification of risks and challenges
  - Positioning statement

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### What we did

- **New Brand — Creative Concept and Design**
  - Brand personality, look and feel
  - Color scheme
  - Logo

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### What we did

- **Communication Plan**
  - Set public launch date
  - Create calendar of events leading up to launch date
  - Develop consistent key messages, talking points, and elevator pitch
  - Identify all audiences and related needs
  - Create group of “Ambassadors” to generate a positive buzz

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### What we did

- **Re-branding Inventory & Deliverables**
  - Comprehensive list with all items — internal and external
  - Marketing materials, training materials, legal/corporate documents, policies & procedures, signage, uniforms, badges, directories, phone scripts, web site, presentations, intellectual property, contracts
- **Task Force and Timeline**
  - Create team(s) to manage branding transition within timeline

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### What we did

- **Production Phase**
  - Rebranding of all materials in inventory
  - Design of new corporate, program brochures and other marketing and sales materials
  - Creation of print/radio/TV advertising program for introduction
  - Prepare announcement to media
  - Creation of social media plan
  - New web site and microsite
  - Secure service marks or trademarks
  - Organizational templates for presentations and all collateral

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### What we did

- **Pre-Launch Meetings with Stakeholders**
  - Series of gatherings with “VIPs” leading up to public launch date to explain need, create engagement
  - Leadership, management, business partners, major donors, volunteers, friendly media
  - Personal invitation driving to Microsite, “sneak preview”
- **Launch Day!**
  - Event to unveil/present to staff, distribution of newly branded materials
  - Announcement by media
  - New signage up
  - Advertising programming starts
  - New web site active

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### Positioning statement

Defines who you are, what you do, what you offer, to whom, what the brand promise is, and how you deliver it better than your competition.

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HopeHealth delivers medical care, care management and support services to people experiencing serious illness or loss in eastern Massachusetts.

Unlike the competition, our passionate commitment to removing barriers to care and acting as an advocate allows clients to enjoy the best qualities of life as they define them.

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### Brand personality

The underlying messages that our brand should evoke:

- Respectful
- Trustworthy
- Empathetic
- Empowering
- Accomplished
- Innovative

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### The driving theme behind our brand

Removing barriers and increasing access brings hope.

Dedicated services and passionate commitment touches lives.

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### Our re-invention

from Hospice & Palliative Care of Cape Cod to...



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Our brand promise is further defined and communicated in our tag line:
Touching Lives

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- Our tag line defines us in emotional terms
• Its simplicity and introspective feeling makes us unique
• Message ties back to mission – giving it authenticity

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## Design rationale

- The flowing graphic communicates compassion, strength and comfort
- The intertwined graphic insinuates “threads” – the fabric of the community – so central to HopeHealth’s brand position
- The use of teal – pays homage to HPCCC – making a successful transition
- Addition of new color lends a positive feeling



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## The brand across all service lines

Consistency of naming and graphic ID approaches, builds value and equity across service lines, expands brand recognition – your most valuable asset.



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## How the brand lives in print, online, social media, TV and radio

Brochures

Business Cards & Stationery



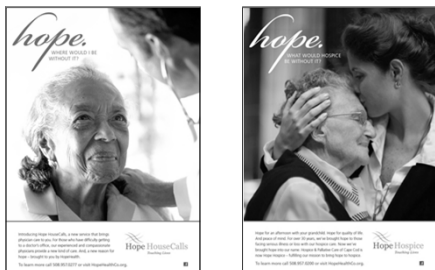
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## Print Ads



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## Print Ads



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## Pre-launch Microsite



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### Website



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### Facebook



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### TV Spot



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### Radio Spot



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### The results

- Effectively sustained our donor base
- Hope Hospice : referrals grew 18%, revenue grew 13%
- Hope HouseCalls: new primary care service grew 72%, to 350 clients
- Specialized HouseCalls (Dementia program) grew 60%
- Website: 25% increase in new traffic, 18% in returning traffic
- Facebook: 37% increase in followers

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### The results

#### We started “becoming HopeHealth”

- Repositioning ourselves
- Enhancing our strategic opportunity
- Benefitting our patients, families and clients
- Strengthening our mission

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### It's not over...

- The launch is the beginning...
  - *That's why it's called a "launch" ☺*
- Continual evaluation
- Continual reinforcement
- Ongoing campaign
- 3-5 years to fully "become" your new brand

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Thank you!

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