



March 5, 2021

NOTICE

The Board of Directors of Kaweah Delta Health Care District will meet in a Marketing & Community Relations Committee meeting at 4:00PM on Thursday March 11, 2021, at Gateway Planning Financial Group Conference Room; 108 W. Center Avenue, or via GoTo Meeting form your computer, tablet or smartphone. <https://global.gotomeeting.com/join/329725221> or call (786) 535-3211 Access Code: 329-725-221.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings in the Kaweah Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

Due to COVID 19 visitor restrictions to the Medical Center - the disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via email: cmoccio@kdhcd.org, via phone: 559-624-2330 or on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT

Garth Gipson, Secretary/Treasurer

A handwritten signature in black ink that reads 'Cindy Moccio'.

Cindy Moccio
Board Clerk, Executive Assistant to CEO

DISTRIBUTION:

Governing Board, Legal Counsel, Executive Team, Chief of Staff
<http://www.kaweahdelta.org>

**KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS
MARKETING & COMMUNITY RELATIONS COMMITTEE**

Thursday, March 11, 2021

108 West Center Avenue – Gateway Financial Planning Group Conference Room

Call in option: 1-786-535-3211 Access Code: 329-725-221

<https://global.gotomeeting.com/join/329725221>

ATTENDING: Directors: Garth Gipson (Chair) and Ambar Rodriguez; Gary Herbst, CEO; Marc Mertz, Vice President/Chief Strategy Officer; Karen Tellalian, Director of Marketing & Communications; Deborah Volosin, Director of Community Engagement; Laura Florez-McCusker, Director of Media Relations; Raymond Macareno, Sr. Communications Specialist; Melissa Withnell, Sr. Communications Specialist; Jennifer Manduffie, Sr. Graphic Designer; Kaci Hansen, Social Media Specialist; María Rodríguez Ornelas, Communications Specialist; Patrick Moorman Jr., Sr. Marketing Specialist; and Kelsie Davis, Recording

OPEN MEETING – 4:00 PM

- 1. Call to order** – Garth Gipson, Chair
- 2. Public / Medical Staff participation** – *Members of the public wishing to address the Committee concerning items not on the agenda and within the subject matter jurisdiction of the Committee may step forward and are requested to identify themselves at this time. Members of the public or the medical staff may comment on agenda items after the item has been discussed by the Committee but before a Committee recommendation is decided. In either case, each speaker will be allowed five minutes.*
- 3. Rebranding Implementation**- *Update on Rebranding Implementation, Karen Tellalian, Director of Marketing & Communications*
- 4. Adjourn** – Garth Gipson, Chair

In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Delta Health Care District Board of Directors meeting.

Brand Introduction

Please refer to this content to help guide your conversations about our new brand. These statements should form the basis for all your introductions of Kaweah Health to internal and external audiences.

When Kaweah Delta began treating patients more than half a century ago, we recognized that we would transform care for our region. Over the years, we served our communities through education, research, and patient care – and over time, have expanded to become one of Central California’s best integrated healthcare systems, leading others by enhancing what is and passionately pursuing what can be. That was then. This is now.

A passionate team with a set of shared beliefs fuels the Kaweah Delta healthcare of today. A team that collaborates with each other, our patients, and partners. One that is creatively thinking, genuinely listening, and above all, deeply caring with service and compassion.

Today, our transformative drive has inspired us to rethink how we want our story told. The world around us is rapidly changing, and to make a difference, we have to be different. We are not the same organization we were 60, 30, or even 10 years ago, and as we continue on our journey to becoming a world-class healthcare provider, we will focus more on health, not just healthcare. We are modernizing our brand and changing our name and logo to show the world that we are innovative, confident, compassionate, and progressive – and as a symbol of who we are today, Kaweah Delta has evolved to become Kaweah Health.

No matter what time we’re living in or situation we’re facing, there will always be reasons to pause progress, but life only moves forward. The pandemic has revived a passion for health in our world, and after years of discussion and planning, we are rebranding now to position ourselves for growth and prosperity in the rapidly changing and competitive health care space of our region. The new brand is critical for us to contend as a world-class healthcare provider who continues to expand its reach, partnerships, and affiliations with leaders in health care. These changes are necessary to clearly identify us as a unified, unique, regional entity and California healthcare system.

Our future success, if not our very survival, will be influenced by how well we win and retain the hearts and minds of great doctors, nurses, employees, and partners who will help us build the brand we seek. The pandemic has been unimaginably difficult, but through it all, our commitment and passion for health has been steadfast. There is no better time than now to again commit to our resolve and take one step closer to who we want to be: a world-class healthcare provider for life.

Simply put, Kaweah Health is an investment in our future – and in an organization the size of ours, much like investing in technology or equipment, the new brand is a necessary expenditure for us to succeed as a place of healing.

Every great brand carries a promise that must be met or exceeded every day. Our brand promise is clear: to treat our patients with compassion and excellence, and with a passion to see them prosper and live well. If we can, and we must, deliver on this promise, we will have built a brand that can be trusted, sought after, profitable, and enduring for generations to come.

Excellent care has the power to heal, but our story has always been about more than just healthcare. Our story is also about our shared passion – a passion for people that inspires wellness and changes lives for the better. This is where the future of healthy begins and we choose to live with passion. A new name and logo are nods to our past and symbols of our change, uniting us all in this moment as we step toward the future. We are more than medicine. We are life.

We are Kaweah Health.

Announcement Timeline

The following is a timeline for communications leading up to, including, and following the launch of the brand development platform.

March 16

- Brand Introduction PowerPoint presented by Chief Executive Officer Gary Herbst at Leadership Meeting.
- Brand Launch Materials emailed to Leadership Team.
 - Brand Introduction
 - Announcement Timeline
 - Talking Points
 - Frequently Asked Questions

March 17 – April 19

- **Executive Team:** Review contents of Brand Launch Materials with Directors.
- **Directors:** Meet with your Senior Leadership Teams (Managers, Supervisors, etc.) to review messaging and ensure readiness for introducing brand to all staff, and answer any questions they may have.
- **All Leaders:** Email questions and/or comments to brand@kawahhealth.org. (email TBD)

April 20

- Brand Launch Toolkit and commercial presented by Gary Herbst at Leadership Meeting. Review of Kaweah Health Brand Launch Toolkit, Brand Guidelines, launch logistics, and submitted questions.

April 22

- 8:00 a.m.— First email from Gary Herbst and video #1 sent to all medical staff and employees.
- By 9:00 a.m.—**Leadership Team:**
 1. Forward the Gary Herbst email to your employees and include (as your cover note) the content of the *Email to Employees* for April 22 (modified as appropriate for tone).
 2. Ensure that the Kaweah Health brand development platform is an agenda item in your upcoming meetings with community, foundation, and subsidiary boards. Use “*Defining and*

Developing the Kaweah Health Brand” PowerPoint and accompanying *Reflection Resource* (inclusion TBD) for your presentations.

Communications Leads, Administrative Assistance Staff, and/or Office Managers:

1. Display posters in common employee and physician lounges/break areas.
2. Display table tents in common employee and physician lounges/break areas.

All Leadership and Managers:

1. Distribute buttons to all medical staff and employees.
2. Show video #1 to staff at meetings, huddles, or regularly scheduled discussion groups.
3. Present the “*Defining and Developing the Kaweah Health Brand*” PowerPoint (with *Reflection Resource*) to interested internal audiences.

April 23

By 9:00 a.m.— Liz Wynn and Deborah Volosin forward the first email from Gary Herbst and video #1 to community, subsidiary, and foundation boards and include (as your cover note) the content of the *Email to Boards* for April 23.

April 26

- 8:00 a.m.— Second email and video #2 from Gary Herbst sent to all medical staff and employees.
- By 9:00 a.m.—**Leadership:**
 1. Forward the Gary Herbst email to your employees and include (as your cover note) the content of the *Email to Employees* for April 26 (modified as appropriate for tone).

All Leadership and Managers:

1. Email link to *Live With Passion Handbook* to managers. All staff and physicians should be encouraged to download an electronic copy of the Handbook from the employee website (inclusion TBD).
2. Utilize the “*Defining and Developing the Kaweah Health Brand*” PowerPoint and accompanying *Reflection Resource* to interested internal audiences.

April 27

By 9:00 a.m.— Liz Wynn and Deborah Volosin forward the second email from Gary Herbst and video #2 to community, subsidiary, and foundation boards and include (as your cover note) the content of the *Email to Boards* for April 27.

April 28

10:00 a.m. – Employee Huddle with Gary Herbst, hosted by Deborah Volosin. Questions from team gathered and answered during the huddle (Karen to confirm w/Deborah).

April 30

- 8:00 a.m.— Third email from Gary Herbst and video #3 sent to all medical staff and employees.
- By 9:00 a.m.—**Leadership:**
 1. Forward the Gary Herbst email to your employees and include (as your cover note) the content of the *Email to Employees* for April 30 (modified as appropriate for tone).
 2. Liz Wynn and Deborah Volosin forward the third email from Gary Herbst and video #3 to community, subsidiary, and foundation boards and include (as your cover note) the content of the *Email to Boards* for April 30.

All Leadership and Managers:

1. Encourage staff to visit Kaweah Compass to read *Passages of Passion* and to submit their own (inclusion TBD).
2. Encourage staff to preview the commercial, scheduled to begin running the following week.

May 1

- New Kaweah Health website goes live.
- Consumer-directed advertisements begin running in print, social media, digital, email, transit, billboard, radio, and television outlets.

Frequently Asked Questions

Please refer to this content to help guide your conversations with internal and external audiences.

I've been hearing that this is a "branding effort." What is a brand?

A brand is what a person thinks of or feels about a product, place, service, person, or organization. A brand encompasses everything the public thinks about your offering – both factual (e.g. our colors are blue and orange) and emotional (e.g. our staff are heroes). It is bigger than a name or a logo or a single hospital; it is the collective feeling we have about those things based on our direct experiences with them. A brand is the sum total of everything people think and feel about who we are and the service we provide.

What is the new name and why was it selected?

Our new name is Kaweah Health. Since 1961, our organization has existed under the name of Kaweah Delta Health Care District. Since that time, Kaweah Health has evolved from a stand-alone, local hospital providing health care to Visalia and surrounding communities to becoming one of Central California's best integrated healthcare systems, leading others by enhancing existing services and passionately pursuing the future in healthcare. The name, Kaweah Health, was selected to:

- Unite and represent the entirety of our service lines, programs, and locations;
- Clearly identify us as a unified, unique, regional entity and California healthcare system; and,
- Enable consistency in messaging and education, making navigating our healthcare system easier for our patients, team, and community.

Why is the name change necessary?

The world around us is rapidly changing, and to make a difference, we have to be different. We are not the same organization we were 60, 30, or even 10 years ago, and as we continue on our journey to becoming a world-class healthcare provider, we will focus more on health, not just healthcare. We are modernizing our brand and changing our name to show the world that we are innovative, confident, compassionate, and progressive – and as a symbol of who we are today, Kaweah Delta has evolved to become Kaweah Health.

What was the process for developing this? Who was involved?

Kaweah Health is the culmination of many conversations and extensive research with our employees, medical staff, board of directors, community advisory committees, and the public. In 2018, while discussing our mission and vision statements, a community advisory committee first made the suggestion to change our name. The committee did not believe our previous identity as Kaweah Delta Health Care District was modern, innovative, or representative of the healthcare system we are today. To continue the conversation and gather more input, we hosted focus groups comprised of our medical staff, employees, board of directors, and community advisory committees and found the vast majority of stakeholders agreed with the need to change our name. After additional thoughtful contemplation and discussion about more than 60 years of brand recognition and pride in the name

Kaweah, the decision was made to retain the best of Kaweah Delta Health Care District, which is simply, Kaweah Health.

Is our logo changing? What will it look like?

Yes, our logo will be changing to complement and enhance our new Kaweah Health brand. The new logo is a simplified shape of the letter “K” – a modern and clear reference to our name. The edges of the shape are rounded to represent the continuum of care unique to our integrated healthcare system. The colors are clean, vibrant, and represent the coming together of the people we serve and our passion for health. The logo and its colors are a nod to our past and a symbol of our change, uniting us all in this moment as we step toward the future. The new design is original, bespoke, contemporary, and will help our brand stand out in the crowded healthcare market place.

Why are we making these changes now?

No matter what time we’re living in or situation we’re facing, there will always be reasons to pause progress, but life only moves forward. The pandemic has revived a passion for health in our world and we are doing this now to position ourselves for growth and success in the ever-expanding healthcare space of Central California. We continue to expand our regional reach, partnerships, and affiliations with leaders in health care, such as the Cleveland Clinic and the University of Southern California, and these changes are necessary to clearly identify us as a unified, unique, regional entity and California healthcare system. The pandemic has been unimaginably difficult, but through it all, our commitment and passion for health has been steadfast. There is no better time than now to again commit to our resolve and take one step closer to who we want to be – a world-class healthcare provider for life.

Are we changing our mission and vision statements?

No. Our mission and vision statements were changed in 2019 and will not change with the brand. Our mission and vision are our foundation and will always guide what we do. They will remain intact and will not change with the new brand.

What is not changing?

- Our mission, vision, and pillars
- Operations, policies, and procedures
- Our status as a healthcare district with a publicly-elected board
- Our commitment to providing world-class health and wellness care to our patients, team, and community
- Our commitment to remaining financially sound, while maintaining a competitive position in our industry and region, to protect our patient care and team

How will this help us grow?

Our future success, if not our very survival, will be influenced by how well we win the hearts and minds of great doctors, nurses, and employees who will help us build the brand we seek. After decades of experience, we’ve learned that progress in medicine lies not only in enhancing what is, but in advancing toward what can be. Our reputation will ultimately be defined by the patients and families who place their trust in us. The new brand will both honor the past and look toward the

future, and will enhance our ability to retain and recruit excellent medical staff and employees. Every great brand carries a promise that must be met or exceeded every day by team members who believe in the mission. Our brand promise is clear: to treat our patients with compassion, excellence, and with a passion to see them prosper and be well. If we can, and we must, deliver on this promise, we will have built a brand that can be trusted, sought after, profitable, and enduring for generations to come.

When was the last time we rebranded? Why do we need a new brand?

In its nearly 60 year history as a healthcare organization, Kaweah Delta Health Care District has never gone through a rebrand. This fact is astonishing considering most established household brand names tend to go through a major brand overhaul every 7-10 years, with smaller ones refreshing more frequently. This will be our very first branding effort in six decades. Kaweah Health is the next chapter in our story and it will carry us into the future for at least the next 20-40 years. Additionally, modernizing our brand is necessary to:

- Unite and represent the entirety of our service lines, programs, and locations
- Clearly identify us as a unified, unique, regional entity and California healthcare system
- Enable consistency in messaging and education, making navigating our healthcare system easier for our patients, team, and community

We have experienced furloughs, layoffs, and our matching retirement plans will not be funded this year. Wouldn't you save jobs and benefits by avoiding the costs associated with this rebrand?

We understand this concern. However, after years of discussion, we have determined the new brand is critical for us to contend in the rapidly changing and competitive health care environment. This is an investment in our future and necessary for us to succeed as a place of healing. While we have had to make difficult decisions over the last year with respect to budgets and staffing, we also need to be proactive about our future. In order to protect jobs and avoid cutbacks, we are making this investment to help us differentiate ourselves in the marketplace. Doing so will attract more patients to our care centers, increase revenue, and create an impactful competitive edge for us in the region. In an organization the size of ours, much like investing in technology or equipment, the new brand is a necessary expenditure in order to effectively communicate who we are as we move into the future. Throughout this entire process, we have made – and will continue to make – every effort to ensure we are being good stewards of our resources and to make sure we spend only what is absolutely necessary.

How much money is being spent on the new brand, and why?

We are investing approximately 4% of our annual capital budget on signs and 0.02% of our annual operating budget on marketing and education for Fiscal Year 2021. The rebranding efforts are a one-time expense and will see us through at least the next 20-40 years. This investment is as vital to securing our future as are our other efforts to grow our service lines. Service line growth helps us protect jobs, avoid cutbacks, and expand access to care in the community. The new brand will unite and represent the entirety of our service lines, programs, and locations – and by doing so, will greatly increase public awareness of our integrated healthcare system, establish a more prominent top-of-mind presence with consumers, and increase industry credibility, all of which will lead to increased revenue for decades to come.

Have we tried offsetting branding expenses in other ways?

Yes! In an effort to be responsible stewards of this investment in our future, we have engaged the spirit of giving by launching a Modernization funding campaign through the Kaweah Delta Hospital Foundation. Through this campaign, public donors can support our work by donating funds to offset the one-time costs of the rebranding efforts. Kaweah Health belongs to the community and we have invited them to join us by supporting our journey to world-class care. Please note: employee contributions made through the Employee Giving campaign will not be used to support the rebranding effort, unless specifically designated by the employee.

Is it true that we will be changing our signs and stationery so that Kaweah Health will be the primary name with the service line, location, or program listed underneath?

Yes. If we are going to truly be a leader in our industry, we need to do it as a single, strong brand. While we may show up to work in different locations, we all serve the same purpose. We are all responsible for delivering on the promise that is implicit in our mission. The public will soon be seeing advertisements linked to this brand platform, and we want them to associate our service lines, locations, and programs with the messages they are hearing from Kaweah Health.

When will the signage and stationery of my service line, program, or location change?

This transition will happen over time in order to ensure we are living up to our value of stewardship. Some service areas have already begun making the transition; others are scheduled to do so. After building signage has changed, any stationery or promotional items with our previous brand name and logo on it can continue to be used until the supplies are exhausted. A sunset date for jackets and other apparel will be determined and provided at a later date. As you need new items/materials, your location will be able to order them with the new logo. The same is true for apparel.

In what way am I a part of the Kaweah Health brand?

Simply put, you ARE the Kaweah Health brand. Ultimately, our team determines how others think and feel about us. You are the guardians and ambassadors of the Kaweah Health name and brand, and you determine how people perceive and interact with our brand. Even though we each have different personalities, backgrounds, beliefs, and skill sets, our mission always remains the same: health is our passion, excellence is our focus, and compassion is our promise. If we deliver on this promise, we will build a brand that is trusted and can stand the test of time. You are the Kaweah Health brand.

What is “Live with passion” all about?

“Live with passion” is the culmination of many conversations and extensive research with our employees, physicians, board of directors, community advisory committees, and the public. After decades of experience, we’ve learned that progress in medicine lies not only in enhancing what is, but in advancing toward what can be. Excellent healthcare has the power to heal, but it is our passion for people that inspires wellness and changes lives. We are using this missional belief, rooted in compassion for all, to bring world-class care to the people we serve – and on the journey, to become their healthcare choice for life.

Why are we championing “passion” rather than quality, safety, or access to care?

We will absolutely continue to talk about the excellent care we provide, as well as our mission and vision. “Live with passion” is a contemporary expression of what health grants us – the opportunity to live life with passion. Good health and wellness are the support beams that allow people to pursue this timeless human endeavor. The “live with passion” theme will be the lens through which we will communicate to our internal and external audiences, and will help us introduce Kaweah Health.

How can I get involved?

We have developed a “live with passion” page on Kaweah Compass for our team to share stories and videos of their passions at work and at home, and preview some of the other materials we will be releasing. Please visit www.KaweahHealth.org/passion to get involved and share your passion.