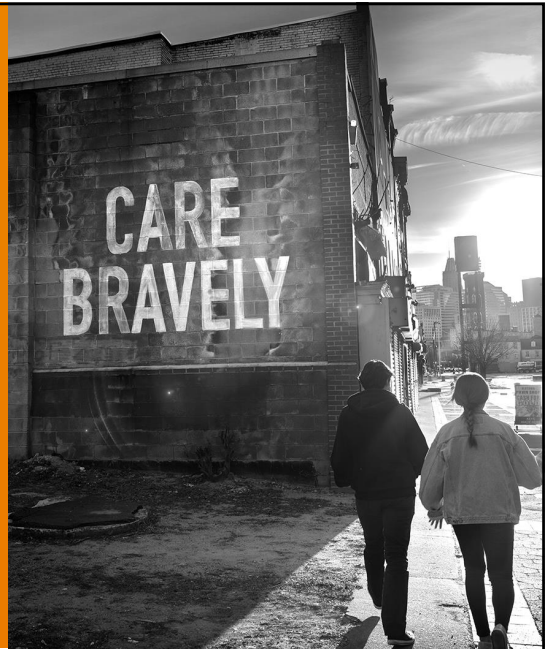


Barkers, Band Aids, & Bravery

A Story & Perspective on The Changing Landscape of Marketing in Healthcare

Brian Deffaa
Chief Marketing Officer, LifeBridge Health



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What is a...

“BARKER”



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HEALTH

LIFEBRIDGE HEALTH
CARE BRAVELY

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CARE BRAVELY

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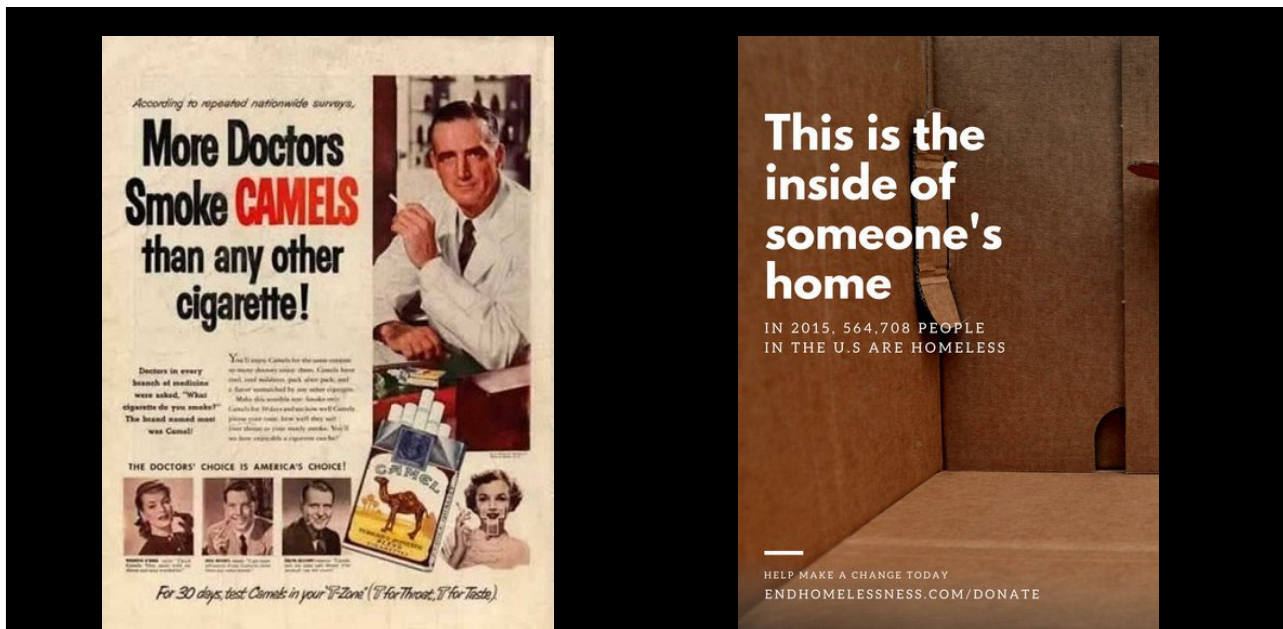
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Not...

MARKETING



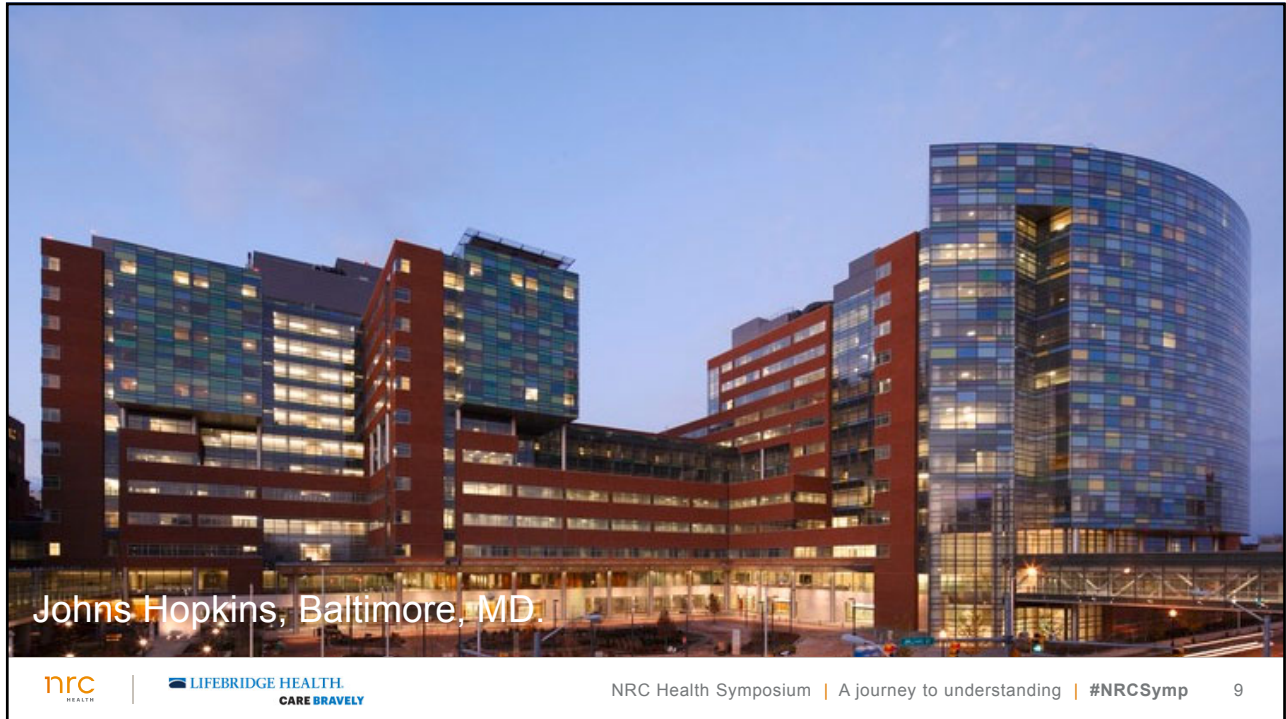
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What is a...

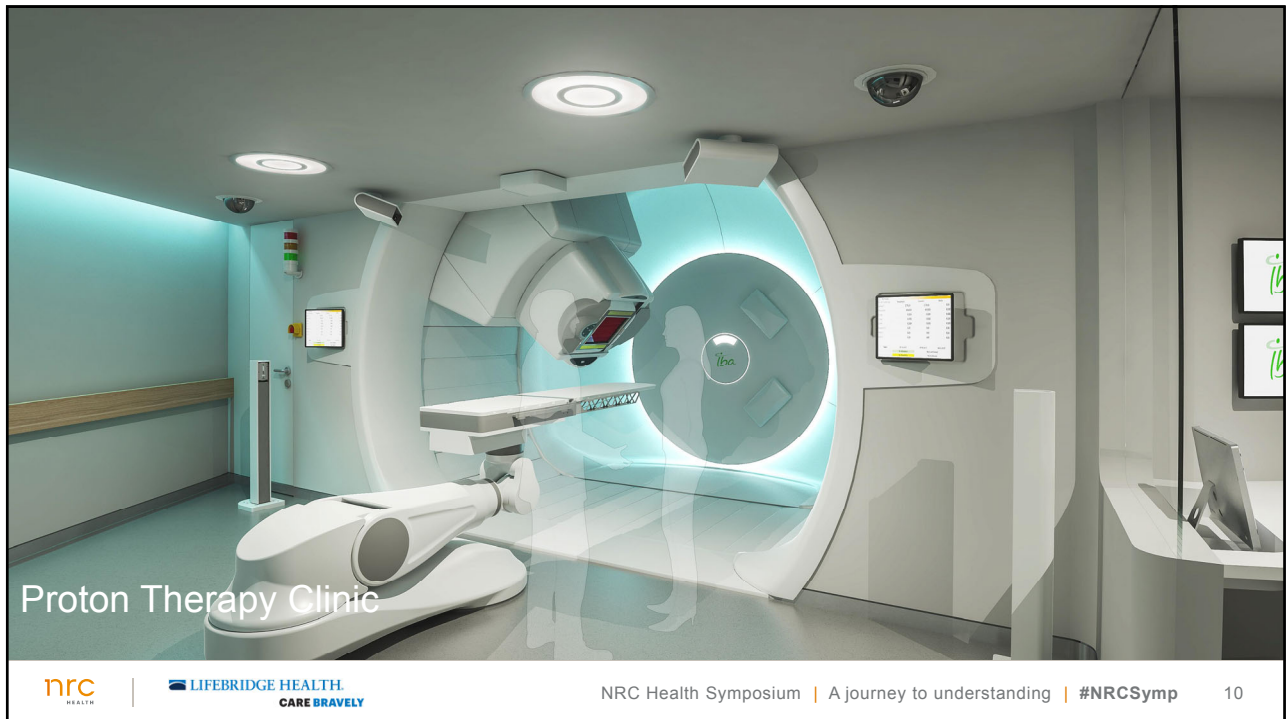
“BAND-AID”



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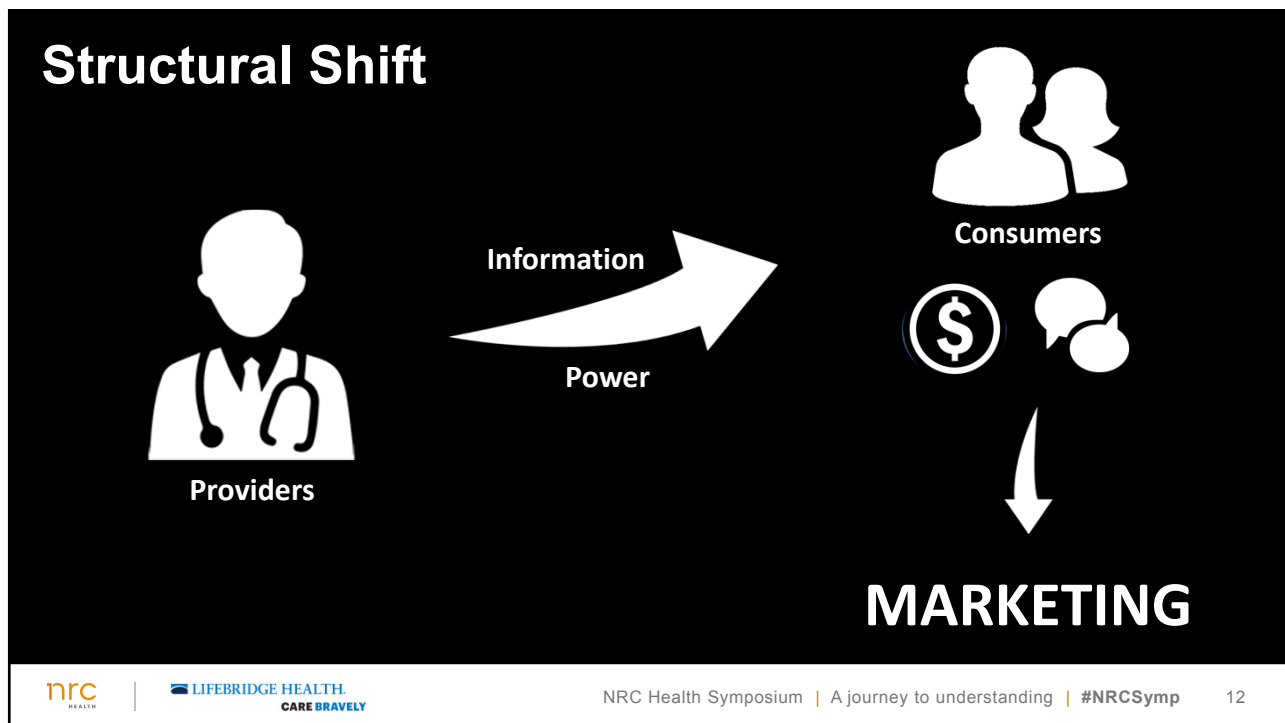
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MARKETING *is...*

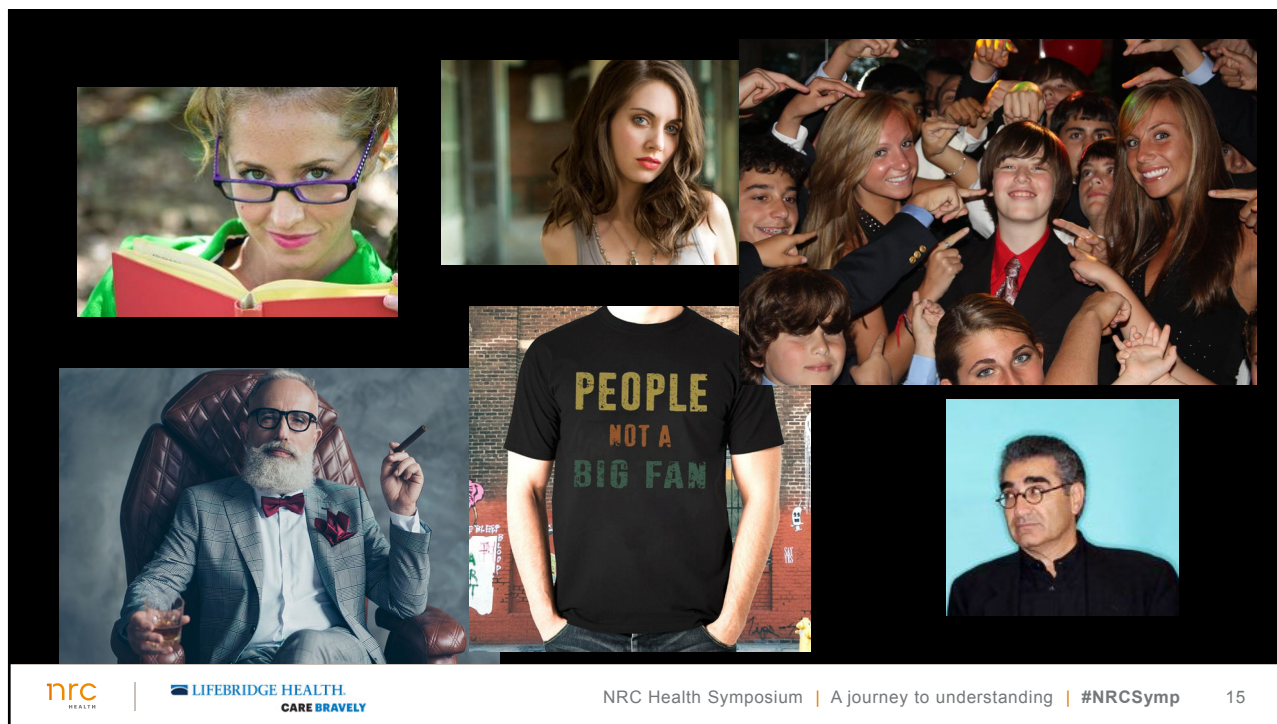
13

IDENTITY

The characteristics that determine what a person or thing is.



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PURPOSE

The reason for which something is done or created or for which something exists.



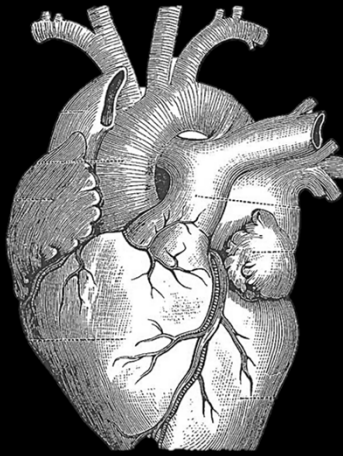
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Rational





what + how

Emotional



why

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Brand Positioning

Why
us?












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Expect More. Pay Less.®

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People & Purpose

“When employees feel that their work has meaning, they become more committed and engaged. They take risks, learn, and raise their game.”

JULY–AUGUST 2018 ISSUE



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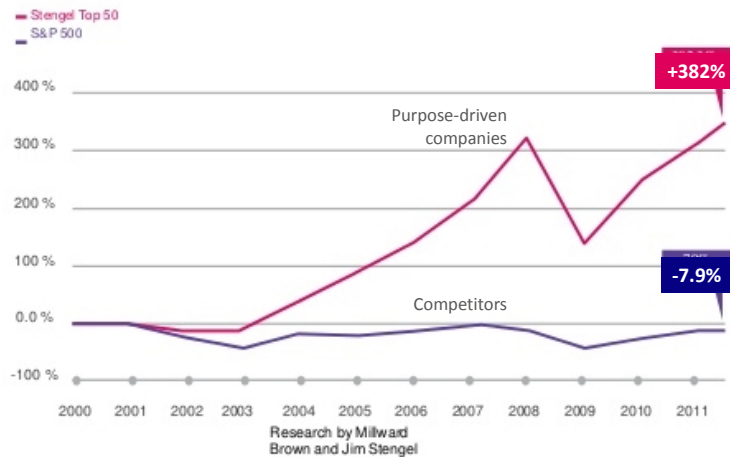
Purpose = Economic Results



Jim Stengel
Former CMO, P&G

*"Companies who centered their business on a culture of improving people's lives had a growth rate **triple** that of competitors."*

Purpose-Driven Companies vs. Competitors



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Purpose = Org. Performance

Internal
(cultural buy-in)

success
ownership
permission
innovation



External
(why us?)

awareness
consideration
loyalty



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Purpose & Opportunity
What makes us special?

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Our Opportunity

2018 Engagement Opportunities

Rather be affiliated with this org.
 Feel a strong sense of belonging
 This org. keeps me passionate
 Would recommend to other providers

Note: The above questions are highly correlated to changes in overall engagement scores

LifeBridge Health Team Member

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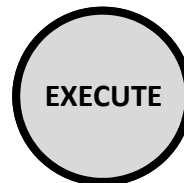
Our Purpose Objective



What do we stand for?



What are we trying to achieve?



How do we execute to achieve this purpose?

25

Our Purpose Objective

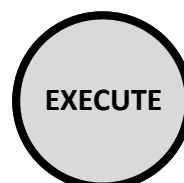


What do we stand for?



What are we trying to achieve?

Useful Culture



How do we execute to achieve this purpose?

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Network of Support



Digital
media



strawberryfrog

Creative
strategy



Market data
&
performance

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MANIFESTO

Welcome to LifeBridge, 12,000 give-a-damn human beings dialed in to breaking out of the status quo.

Since 1866 we've been bravely serving those in need without bias and we're still here today changing how care is done.

That doesn't just mean a few shiny new machines or a fancy new wing. You need equipment, sure.
You need knowledge, yes. But you need something more than tubes and technology and a degree.
You need to care. Really, really care.

You need persistence to see past medical symptoms and treat root causes.
You need empathy to help people as they scale the scariest, the hardest, the most vulnerable moments in their lives.

You need to care like there's no tomorrow. And then do it again the next day.
That's the brave, new kind of care we're creating. Every time we scrub up.

Care that sees patients as people and puts people before profits.
Care that enlists science in the service of better lives, families and communities.
Care that means doing the right thing, even when it's the hard thing.

At LifeBridge we see care not as just a service, but a promise to every patient we sit down with.
And then we stand up again to face the mountain together.



Why CARE BRAVELY Works

1. Breaks Through the Clutter
2. Bold In a Category of Generic
3. Hit's Harder and Wider – Effective
4. An Empty Vessel – We Give It Meaning



Although succinct, the real power of CARE BRAVELY comes from providing a clear, consistent meaning and telling our authentic story.

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Launching The Movement

Every movement begins from within so Neil led the way with an inspiring address to all LifeBridge team members and calling on them to Care Bravely.

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Launching The Movement



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IGNITER Training Structure

Executive Sponsor:

One high-ranking executive who communicates with the 25 Leadership Team members and Sponsors regarding progress and feedback and works with the Coach to optimize delivery.

Leadership Team:

Evangelize Care Bravely across the leadership ranks, increase buy-in and model Care Bravely behavior for all. They benefit by learning principles of cultural change management, gaining exposure to diverse team members' motivations and reconnecting with their own professional purpose.

Project Sponsors:

Trained in the program, each leader will be assigned ~20 Trainees to whom they offer light-touch support in spreading the Care Bravely Movement. Plus trained **HR Igniters** to provide support for a smooth rollout and execution.

Trainees: 100 main recipients of the Movement Inside leadership training, they will learn how to model and amplify Care Bravely messages and behaviors within their local facilities and teams.

Exec Sponsor

~20 Leadership Team
(LBH Cultural Advisory Council)

Project Sponsors*
5 Institution Leaders

4 HR Leaders

20

20

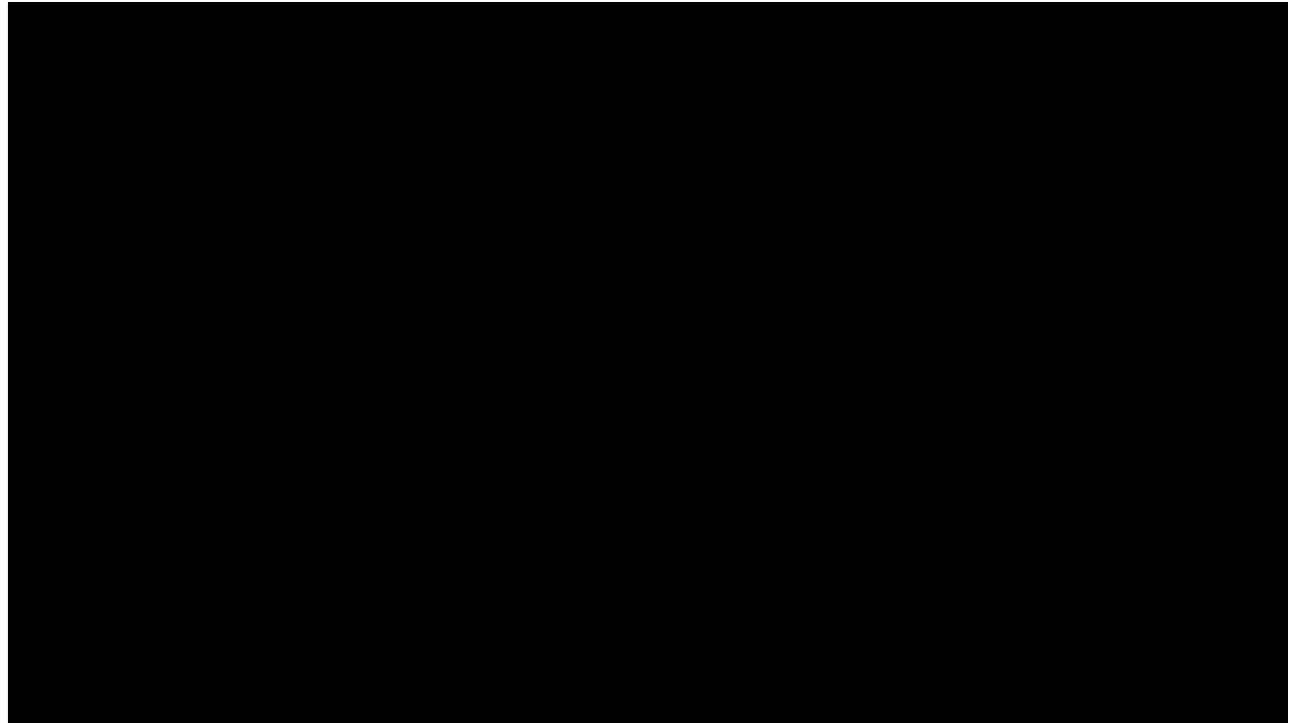
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**I CARE
BRAVELY**

LIFEBRIDGE HEALTH
Carroll Hospital • Leivindale • Northwest Hospital • Sinai Hospital

ASHWIN D.
Chief of Pulmonary
and Critical Care

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CARE BRAVELY

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TAKING CARE TO THE NEXT LEVEL

CARE BRAVELY

 LIFEBRIDGE HEALTH.

Carroll Hospital • Levindale • Northwest Hospital • Sinai Hospital



CHARLES N.
Customer Service Technician



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THE BEST MEDICAL CARE IS MORE THAN MEDICAL

CARE BRAVELY

 LIFEBRIDGE HEALTH.

Carroll Hospital • Levindale • Northwest Hospital • Sinai Hospital

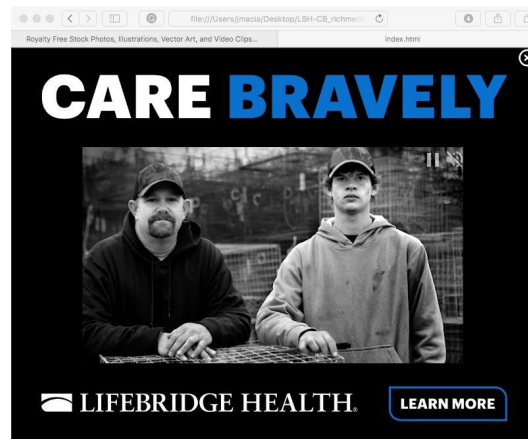


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Digital Ads



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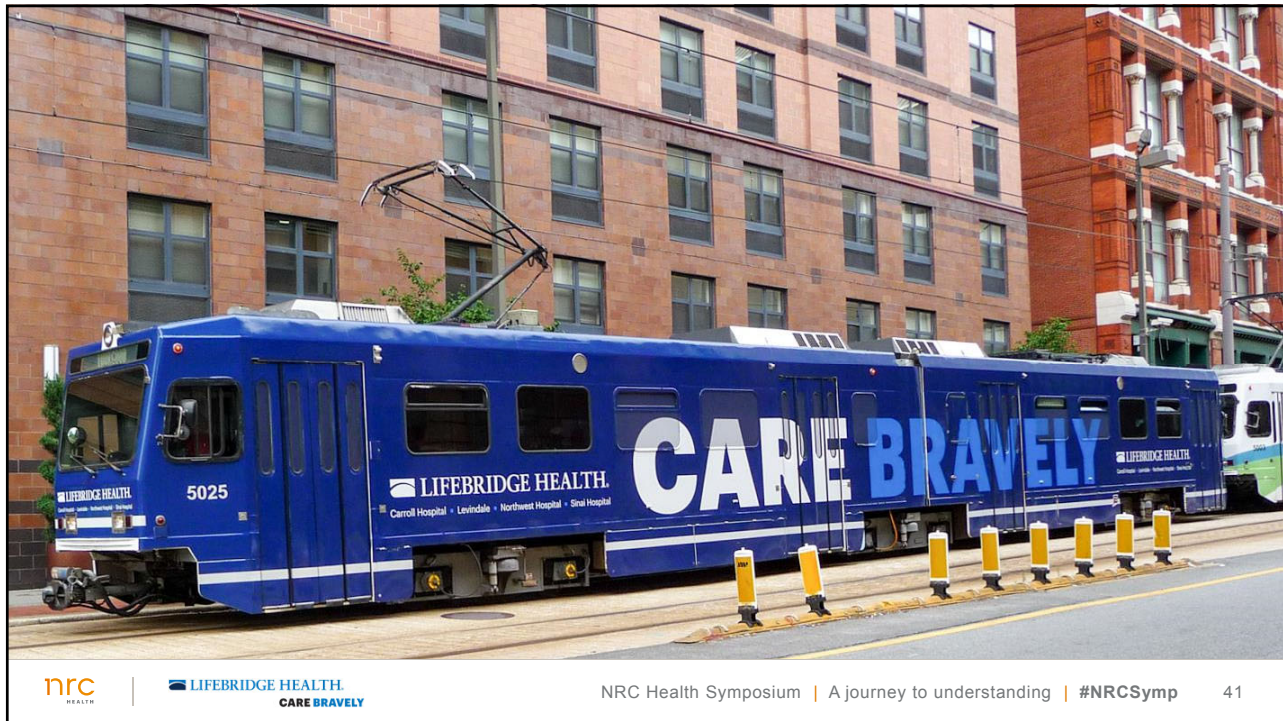
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Recognition & Reinforcement

Care Bravely Awards

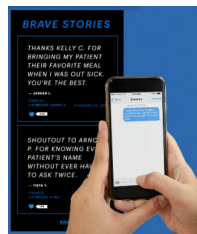
Peer to Peer Recognition

Engagement Survey

Visibility & Change

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Care Bravely “HUB”



CARE BRAVELY

0 2 4 8 6

BRAVE ACTS & COUNTING

LIFEBRIDGE HEALTH

Welcome to CARE BRAVELY

At LifeBridge Health our mission is not just to care for every patient, but to Care Bravely. To make going above and beyond our normal. It's a mentality we bring to everything we do. No task too small, no detail too minor.

When we care, we **CARE BRAVELY**

ADAMIN D.
Chief of Endocrinology and Critical Care

CARE BRAVELY STORIES

SUBMIT YOUR STORY

My work each day in the intensive care unit shows me the team that works with a caring mentality, they're taking the time, they're going out of their way to attend to patients families and making sure that patients needs are met.

Adrian

Everything on my team goes above and beyond. Our gentleman specifically, Alex Branch worked tirelessly working 24/7 to correct 10,000 small counts in less than two weeks.

Chris

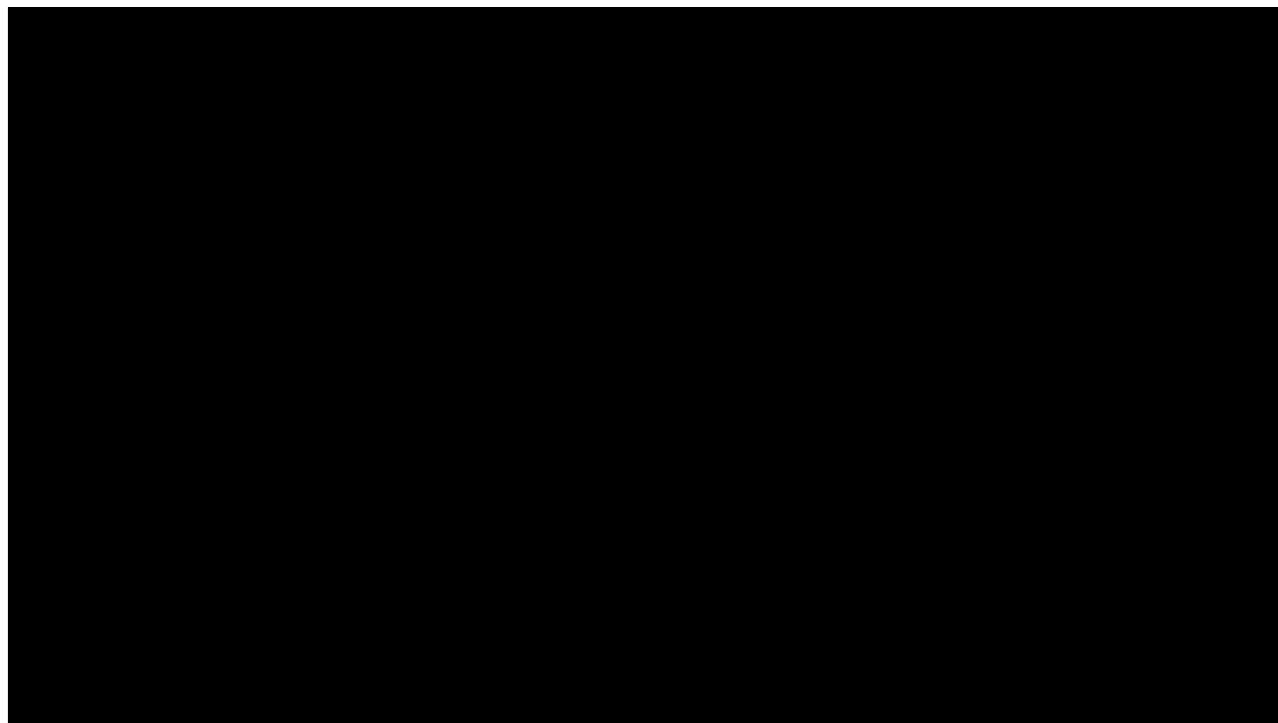
Shout out to my entire team! They always make sure our patients are under the best care with the best doctors in the best hospital. They treat their patients as though they were their own family members.

Emily

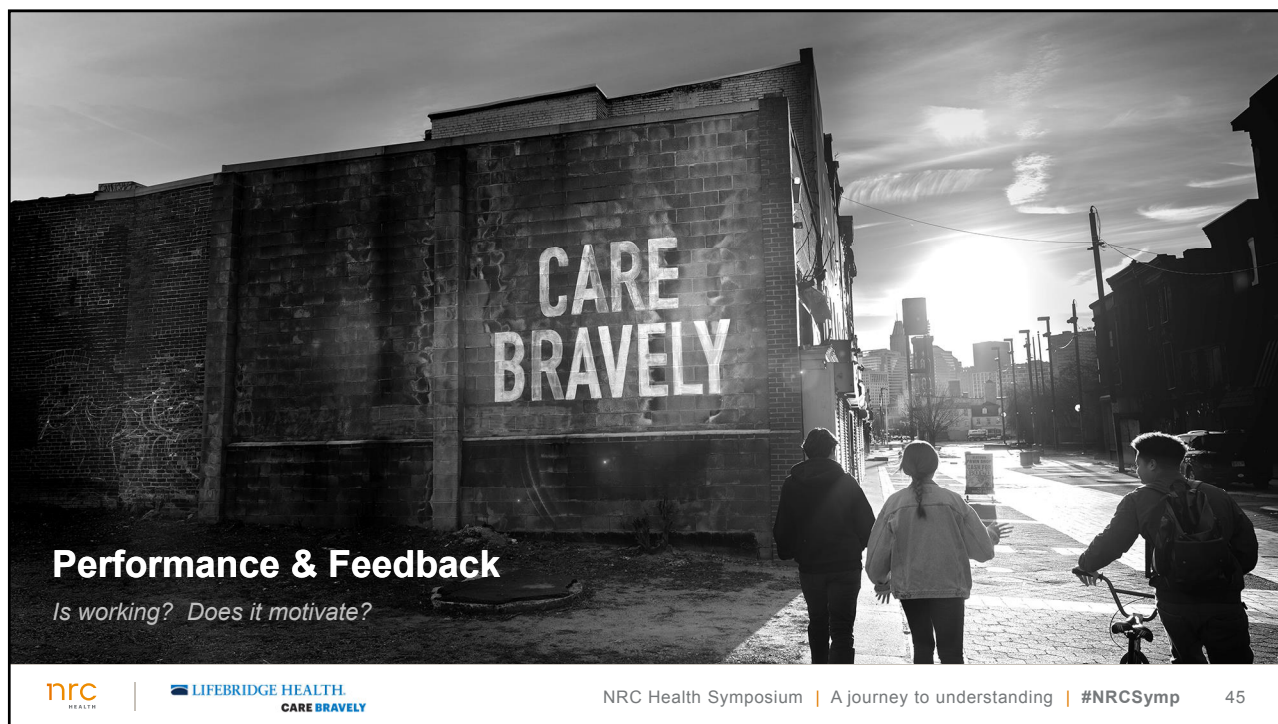
The Critical Care Unit

0:00 / 1:00

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Performance & Feedback

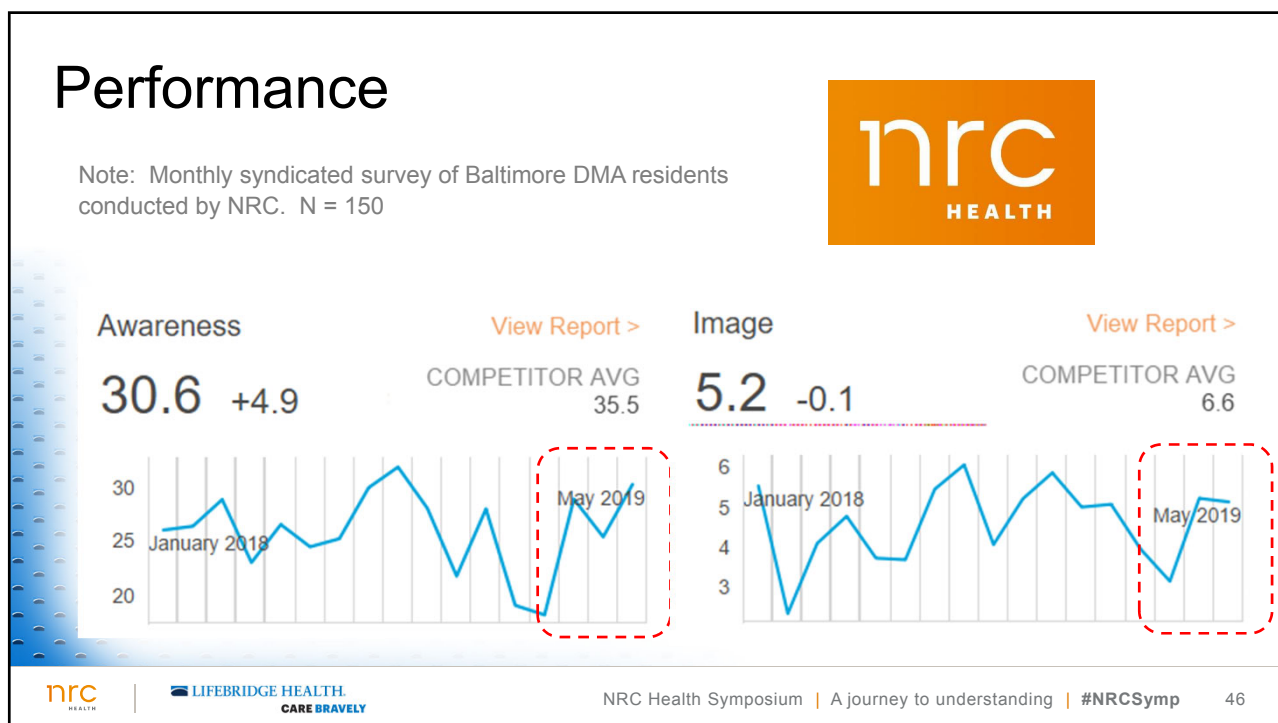
Is working? Does it motivate?



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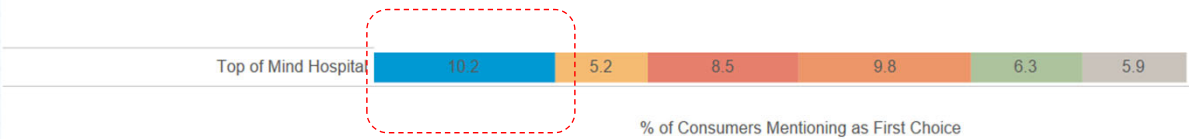
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Performance

Note: Monthly syndicated survey of Baltimore DMA residents conducted by NRC.
N = 150

Market Responses within the survey period Month May 2019: 148
The standard error range: ± 8.1%

● Lifebridge Health ● Greater Baltimore Medical Center ● University of Maryland Medical System ● Medstar Health ● Mercy Hospital
● No Preference



MAY: LifeBridge Health mentioned as TOP preferred health system in Baltimore. *Note: does not incl. Johns Hopkins*



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Feedback

Steven Moskowitz / LinkedIn / May 26th

"Sinai and Lifebridge wanted to make sure that our communities were safe and that our children and ourselves would not contract the measles. ...they stood up BRAVELY and decided it was only right to make sure they provided whatever help they could to stop the outbreak!"

To Neil Meltzer / June 6th

"Just saw our prime time commercial spot (after 60 minutes) while with my family.

Care Bravely.

Awesome. And feeling proud. Thanks so much. AW"

To Neil Meltzer / May 6th

*"Hi,
Been a long time, I am still here.
Just wanted to let you know I saw the new add for the first time over the weekend. In my 23 years with the team this is the "best one ever".*

*Have a great week,
Darlene"*

James Roberge / June 16th

"This is truly caring bravely. If you only knew what Bernie deals with on a daily basis. This is evidence of his leadership by example style and being caregiver and patient focused."

To Leslie Simmons / June 6th

"...one of your nurses, Stephanie Gayhart. Stephanie truly encompasses the SPIRIT values and Caring Bravely. I cannot thank her enough for giving us a "peace of mind" in a very scary, chaotic time."



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My Story...



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**Boston
Children's
Hospital**

Until every child is well™

February 4th, 2004



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Today...

July, 2019



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A black and white photograph of a brick wall. The words 'CARE BRAVELY' are painted in large, white, block letters on the wall. In the foreground, three people are walking away from the camera on a sidewalk. The background shows a city street with buildings and a cloudy sky.

Thank You

Brian Deffaa / Chief Marketing Officer
bdeffaa@lifebridgehealth.org



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- 1) What Marketing is and is not...
- 2) Provides an identity; acts as a culture guide for the enterprise
- 3) When done right (Target, BMW, Ritz-Carlton) little separation between Marketing/Culture
- 4) When done right it appeals to the head / heart
- 5) Real power: unlocks the goodwill and intellectual capital of an organization to ACT on and be part of their culture....to make it their own
- 6) CARE BRAVELY: That is what we've done with CARE BRAVELY. Is it Marketing – yes. But it's more than that.
- 7) Borne from the feedback of last year's engagement survey when team mates told us they were feeling disconnected and wanted to believe in something; wanted a clearer understanding of how we're different and why WE exist.
- 8) So that's what we did.
- 9) Start with manifesto. Tell people what WE stand for – get them to feel the passion in our mission. The mission the people in this room have set in motion.
- 10) But to prove something – you have to show people. And now that we have their attention – that's what we intend to do. Show story vignettes creative.
- 11) But creating a beautiful is nothing without a solid foundation – so we've set out to build a world class team and set of capabilities that position us as second to none in our market and one of the best in the county.
- 12) CREATIVE + CAPABILITIES are nothing without measurement and rigor.

