

New Brand Frequently Asked Questions

The Providence St. Joseph Health Board and Sponsors Council have unanimously agreed to unify our Catholic ministries around a common brand: the St. Joseph Health cross and the word Providence. Over time, we will work with our other-than-Catholic partners to determine how to best preserve and strengthen their brands while clearly indicating they are part of our diverse network of care.

We know this brand change will generate many questions. Please read the FAQs below. If you have a question that is not answered, please email PSJH.Questions@providence.org. Answers will be published in future FAQs.

1. Why are we changing the brand?

Our health care environment is more challenging than it has ever been. We are successfully strengthening our Mission, despite diminishing reimbursements, while caring for an older and sicker population and a growing number of under or uninsured individuals. At the same time, consumers are demanding simplified access, and for-profit companies are aggressively pursuing commercially covered patients. A unified brand is essential for us to continue to thrive in this environment.

A unified brand will:

- Make it easier for people to recognize which ministries and partners are part of our comprehensive network of care;
- Tie our clinical work together and help us tell our safety and quality story;
- Help us recruit the biggest hearts and best minds into our organization; and
- Allow us to be more effective advocates for value-based health care reform and a stronger voice for those who are poor and vulnerable.

2. What does the new brand look like?



The new logo (the St. Joseph Health cross) and the word Providence reflect our heritage in a profound way.

- The logo roots the brand in the heritage of the Sisters of St. Joseph of Orange, the word Providence roots the brand in the heritage of the Sisters of Providence.

- The four equal arms in the cross speak to the dignity of each person and the love of neighbor without distinction. In it is embedded a stylized version of the cross of the Sisters of St. Joseph of Orange, binding the healing ministry with the congregation and St. Joseph, the patron of the sick.
- The word Providence means the protective care of God or of nature as a spiritual power. It is watchful over the needs of all and emphasizes that God loves each person and creation infinitely. It calls us to be involved with the created universe and the people who inhabit it, especially those most vulnerable.

Additionally, the word “Providence” has deep meaning for the Sisters of St. Joseph of Orange. In a letter to her Congregation at the beginning of her service as General Superior, Mother Louis Bachand acknowledged that she was overwhelmed by her call to leadership. “Gradually, however, I felt the power of your prayers, and the courage to carry on in the path of my worthy predecessors began to rise in my soul. The beginning, then, made possible by prayer and good will seems to point out the way Providence is marking out to us,” Mother Louis wrote.

We will not change the brands of our other-than-Catholic partners, including Swedish Health Services, Kadlec Regional Medical Center, Pacific Medical Centers, Covenant Health and Hoag. Over time, we will work with our other-than-Catholic partners' boards and leadership teams to endorse their brands with the new name so that patients, consumers and our caregivers understand our comprehensive and diverse network of care.

We will continue to honor and celebrate the heritages and legacies of all of our Catholic and other-than-Catholic foundresses and founders.

3. Why was *Providence* chosen as the new brand?

Through extensive brand awareness research, we learned that the word Providence has stronger brand equity and name awareness than St. Joseph Health overall. Providence also covers a larger geographic footprint than St. Joseph Health across our system. Single-word brands also have stronger awareness in legibility and memorability in a mark, audio, signage, etc.

Equally important to a word in a brand is the logo. In many cases, for example as a symbol for the brand on a smartphone app, the logo will appear without the word, so the logo has to be inviting and appealing while conveying deep meaning. These factors were considered, and for these reasons, the St. Joseph Health cross and the word Providence were selected as the brand recommendation.

4. What process was used to make this decision?

Since coming together as Providence St. Joseph Health in 2016, we identified the need for a unified community-facing brand to simplify how our communities find and access care across our family of organizations. After completing considerable research internally and externally around the effectiveness of our current brands and considerations such as legal obligations, the PSJH Board appointed a Brand Task Force made up of system board members, marketing and communication leaders, and system executives.

The Brand Task Force reviewed the data and consulted with industry experts to understand what similar health systems were doing with respect to naming. The Brand Task Force also held multiple sensing sessions as it explored various options for PSJH.

After months of gathering data and exploring options, the Brand Task Force presented its findings along with a recommendation to the PSJH Board and Sponsors for further deliberation. As a result, the Sponsors Council formed a Naming Task Force.

Additional sensing sessions were held as various brand options were considered. This was followed by an ethical discernment process conducted by the sponsors, which included careful and compassionate consideration of how the brand decision will impact all of our communities of concern. In July 2019, the Naming Task Force presented its findings and recommendations to the Sponsors Council, who approved the resolution brought forward by the Naming Task Force. After months of deliberation, the board and Sponsors Council unanimously agreed to unify our organization around a common brand.

5. Who is the Sponsors Council and what is their role in decision making specifically around brand?

Catholic health care is a ministry of the Catholic Church. As a Catholic health care ministry, Providence St. Joseph Health is sponsored by the Sponsors Council, which has responsibility and moral accountability for the ministry, including assuring our Catholic identity and ensuring we stay true to the healing mission of Jesus through our care to those in need. The Sponsors Council includes lay individuals as well as members of the Congregation of the Sisters of St. Joseph of Orange and Sisters of Providence. The naming of our unified, community-facing brand is a Sponsors Council decision made upon the recommendation of the Naming Task Force and Brand Task Force.

6. How will we continue to honor and celebrate the legacy of our founding congregations and founders?

We are placing significant effort on preserving, honoring and celebrating the heritages and legacies of our founding congregations across our Catholic ministries and founders of all of our organizations.

For Catholic ministries, this effort includes a Heritage and Legacy Task Force that will determine how we will tangibly display our heritage and legacy within each Catholic ministry through visual demonstrations, celebrations of shared days of importance, and formation programs that connect our caregivers to the sisters and their charisms. The Heritage and Legacy Task Force will include sisters from both congregations.

Examples of practices that are already adopted with plans for expansion system-wide include:

- Formative programs including Keeping the Covenant, Living the Legacy, Mission & Mentoring, Heritage Pilgrimages
- Values in Action
- St. Joseph Community Partnership Fund
- System feast days (St. Joseph Day, Emilie Gamelin and others)

Though our brand will change, our commitment to fulfill the Mission and live out our values and promise will continue to unify us so that we can continue the good work our founding congregations have entrusted to us. Our ministries will continue to care and advocate for those who are poor and vulnerable. Our investment in community benefit and care for the poor programs will continue to be an essential part of who we are.

7. Are all our ministries and organizations impacted?

The new brand will apply to all of our Catholic ministries. Over time, we will create a closer connection with all members of the Providence family (e.g., other-than-Catholic entities, partnerships, affiliations, high school, university, health plan, foundations, medical groups and other subsidiary organizations) so that our communities will know how our family of organizations is connected. The brand strategy and how it will be applied is being developed in partnership with the respective entity leadership teams and other key stakeholders, including governance, legal, mission and ethics.

8. Are local hospital names changing?

For our Catholic ministries, local hospital names will be retained, allowing us to preserve the goodwill and equity earned over many generations. We will add the new brand, the St. Joseph Health cross and the word Providence, to the hospitals so that patients and consumers understand our comprehensive and diverse network of care. For example, the new brand (the St. Joseph Health cross and the word Providence) will appear above the ministry name, and the legacy name, e.g. St. Jude Medical Center in California and Sacred Heart in Washington will appear below our new brand on our buildings and signage.

Our other-than-Catholic partners will retain their brands. We will work with them to clearly indicate they are part of our comprehensive network of care.

9. Are our other-than-Catholic brands changing?

No, our other-than-Catholic partners will keep their current brand names, identities and heritages. To help patients find us, our other-than-Catholic brands will likely be identified as being part of the Providence family of organizations by way of an endorsement line. The details of the brand strategy and how it will be applied are being developed in partnership with the other-than-Catholic partners, including local leadership and key stakeholders (e.g., governance, legal, mission and ethics).

10. Are the medical group names changing?

Over time, we will create a closer connection with all members of the Providence family, including medical groups so that our communities will know how our family of organizations are connected. The brand strategy and how it will be applied is being developed in partnership with the respective entity leadership teams and other key stakeholders, including governance, legal, mission and ethics.

11. Is the name of the parent organization, Providence St. Joseph Health, changing?

The legal name of the parent organization will not change. On the system office signage in Renton and Irvine, contracts and other legal documents, it will remain Providence St. Joseph

Health. However, work of the parent company, including our advocacy and consumer-facing efforts, will align under the unified brand to support the overall brand strategy to improve the way we serve our communities. The new brand will be akin to a “DBA,” or “doing business as,” which means in some cases that our legal name may be different from what the public sees.

12. Will the PSJH Shared Services name change? If so, when?

Yes. To support the brand strategy and improve the way we serve our communities, PSJH Shared Services will be referred to as Providence Shared Services. The timing of this change is to be determined. Please do not change email signature lines, signage, collateral, templates, etc. until instructed to do so as part of the implementation plan and schedule for shared services.

13. When will the new brand be implemented and how long will it take?

Introducing a new brand is a significant undertaking. It’s critical that we take the time to do this right and engage key stakeholders in the process. We have established a governance structure and work streams to lead, plan and implement the transition.

Our approach will be to roll out the brand one region at a time over three years. We plan to start with the Southern California Region where our ministries are operating under several different names today. We’ll begin with a public launch of a unified website for Southern California this October, followed by full implementation and activation of the brand in that region in Quarter 2 of 2020. Lines of business, such as the Ambulatory Care Network, Physician Enterprise and Home and Community Care, will be included with the region in which they conduct business.

Each implementation will be unique based on the complexity and size of the region. The implementation timeline for each region/entity will be communicated as part of the implementation process. Details about how long it will take and what is changing when will be included at that time.

14. Who will oversee the brand implementation and how will issues be resolved?

In addition to a cross-functional Brand Unification Team responsible for the day-to-day tasks of coordinating the brand roll-out and implementation, we have created a Governance Council, led by President of Operations and Strategy, Mike Butler, as well as an Advisory Council led by Chief Marketing Officer Jigar Shah. The Governance Council is the primary decision-making body with overall accountability for a successful brand unification. The Advisory Council provides integrated oversight and guidance for all brand unification teams and team leaders. Both councils include regional, lines of business, and functional leaders to ensure we have representation of all voices at the table when decisions are made.

15. Who is paying for this?

Our Board and Sponsors carefully considered and approved the investment cost of brand unification in the context of the difficult economics health care now faces, so that we can better reach those who depend on us and tell our story to the communities we serve. We will invest what it takes to successfully unify our family of organizations and will budget for the costs over three years.

16. Does this mean Providence is a single employer?

No. Each ministry and partner in our system will continue as a separate employer.

17. Will we align to one domain name for the intranet and shared digital tools?

A unified brand will allow us to better address some of the pain points that have been experienced as we brought multiple organizations together, including IS-related topics such as the intranet, collaboration tools, etc. A lot of work is already underway to ease the way of caregivers and modernize the technology available to communicate and collaborate. More details will be shared as decisions are reached and when we determine the right time for implementation.

18. When can I start using the new name/logo in my email signature?

Caregivers will be informed when to update their email signatures and will be provided the appropriate format and guidelines as part of the implementation process for each region/entity. Please do not make any changes until we have communicated how and when to do so.

19. When will we have new branded PowerPoint templates, business cards and stationery?

Caregivers will be informed when new branded templates and stationery (e.g., letterhead, business cards) are available and when and how they should be used as part of the implementation process for each region/entity. Please do not create your own templates or stationery.

20. Should we reprint all patient-facing collateral with the new logo, or can we continue using existing supplies?

As part of the implementation process for each region/entity, the respective communication team, in collaboration with local leadership, will identify if, when and how patient-facing collateral should be updated. Please do not update collateral without consulting with your local communication team. Use your existing supplies and inventory until your region/entity are in the implementation process.

21. When can we get the logo and word mark for vendors?

As part of the implementation process for each region/entity, we will notify caregivers when to request vendors to use the new logo and brand. This may be different from vendor to vendor due to the relationship we have with them across multiple geographies. If you have questions about a specific vendor, please consult with your appropriate communication leader.

22. When will facility and building signs change?

All signage changes will be part of the implementation plan for each region/entity. Caregivers will be informed of the timeline for changing signage as part of the implementation process.

23. What name will be used in our press releases?

Local press releases will continue to feature the appropriate existing brand until the region/entity has implemented the new brand. National press releases will use the new brand

and an updated boilerplate as appropriate.

24. When will we change names in partnerships and branding agreements with community partners?

Each region will participate in appropriate due diligence as part of the implementation process. Community partnerships and branding agreements will be included in due diligence and decisions about changes will be made in partnership with the respective local entity leadership and other key stakeholders, including governance, legal, mission and ethics. Any changes would then be in alignment with the regional implementation schedule.

25. Will we re-brand any signature programs/services?

Each region will participate in due diligence as part of the implementation process. Signature programs and services will be included in due diligence and decisions about changes will be made in partnership with the respective local entity leadership and other key stakeholders, including governance, legal, mission and ethics. Any changes would then be in alignment with the regional implementation schedule.

26. How will we differentiate ourselves from other unaffiliated health systems using the Providence name in the U.S.?

Our Mission, our colors, our logo and many more aspects of our organization will set our family of organizations apart from other organizations that use the Providence name across the United States.