FINCH® BRANDS

Branding & Urgent Care

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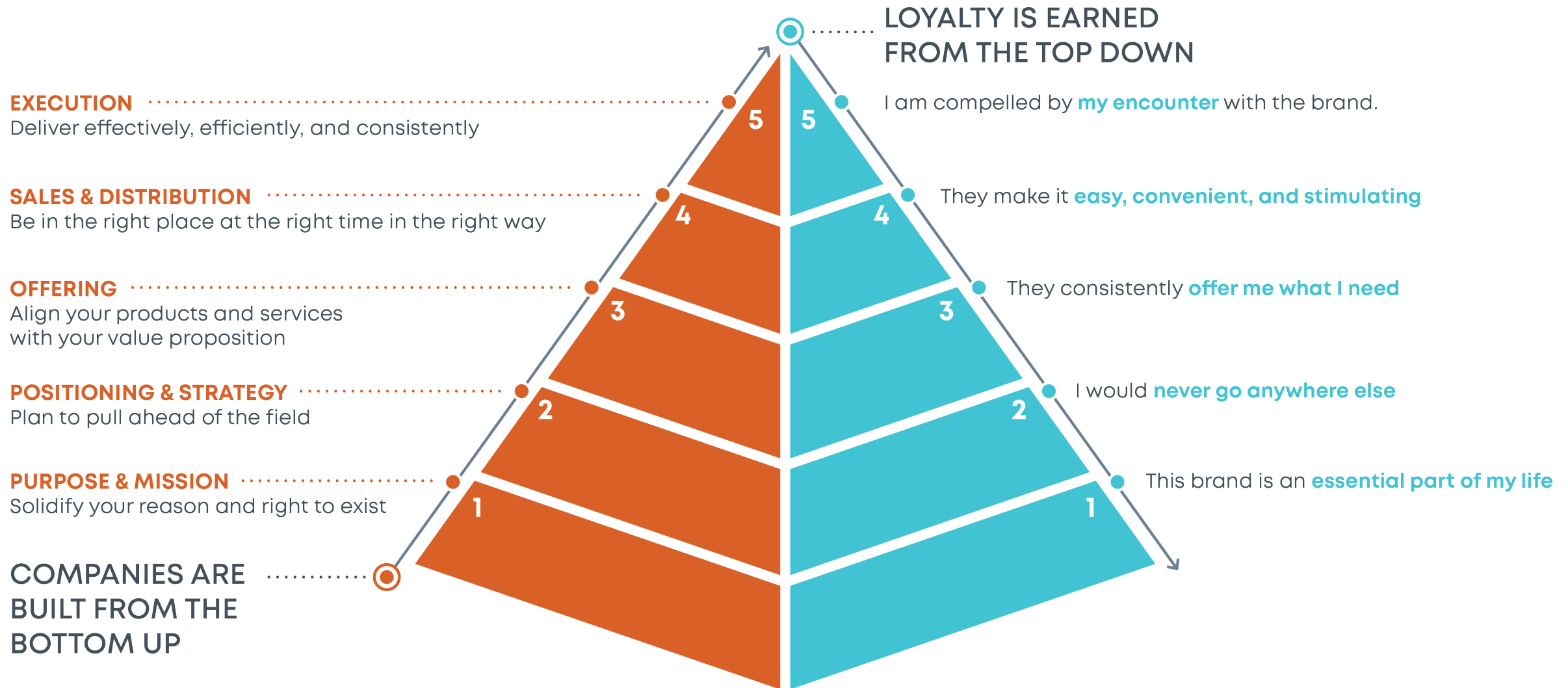
What is Branding?

The best brands are felt and loved by teammates and external stakeholders.

- A brand is the sum total of how we define and express ourselves.

- It is how we assert difference and set expectations.

- It incorporates – but is far more than – marketing artifacts.

- The best brands are built 'inside out.'

Seeing the Task Clearly - Brand Pyramid

EXECUTION
Deliver effectively, efficiently, and consistently

SALES & DISTRIBUTION
Be in the right place at the right time in the right way

OFFERING
Align your products and services
with your value proposition

POSITIONING & STRATEGY
Plan to pull ahead of the field

PURPOSE & MISSION
Solidify your reason and right to exist

COMPANIES ARE
BUILT FROM THE
BOTTOM UP

LOYALTY IS EARNED
FROM THE TOP DOWN

I am compelled by **my encounter** with the brand.

They make it **easy, convenient, and stimulating**

They consistently **offer me what I need**

I would **never go anywhere else**

This brand is an **essential part of my life**

Purpose & Mission

Operationalizing Purpose & Mission

DEFINE OUR "WAY"	LIVE OUR "WAY"	MEASURE SUCCESS
DEFINE A CUSTOMER CENTRIC PURPOSE AND MISSION	**HIRE** BASED ON OUR WAY	**MEASURE** SUCCESS VIA STAFF ENGAGEMENT & SCORECARDS
DEFINE OUR VALUES	**TRAIN** BASED ON OUR WAY	
	REWARD BASED ON OUR WAY	

Living the Brand – From Aspirations to Operations

Purpose drives performance when it's more than a poster on the wall, and is integrated as a real tool to drive strategy and operations.

ASPIRATIONS	OPERATIONS	OUTCOMES

PURPOSE
Why

PATHWAYS
Missions + Values

PEOPLE
How We Act

PRODUCTS
What We Deliver

PROCESSES
How We Deliver It

PERFORMANCE

Defining Purpose – Core Building Blocks

	PURPOSE	MISSION	VALUES
DEFINITION	Focus on **Dreaming** It's our ambition	Focus on **Doing** How we achieve the purpose	Focus on **Living** How we practice it
ROLE	• The 'North Star' • Guides the Big Bets • Inspires	• Answers 'What? Who? How?' • Guides day to day decisions • Inspires	• Communicates how behaviors can fulfill the purpose and mission
TIME FRAME	**Future-Focused** Long-term	**Present-Focused** Ongoing	**Action-Oriented** Ongoing

"For values or guiding principles to be truly effective they have to be verbs."

SIMON SINEK

Making Values Active

Companies that phrase their values with an active orientation tend to do a better job communicating the behaviors that drive performance.

STATIC VALUES	ACTIVE VALUES
INNOVATION	**"Move fast and break things."** —Facebook
CREATIVITY	**"Be Adventurous, Creative, and Open-Minded."** —Zappos
COMMUNICATION	**"Listen to What People Say About Us. Invite Feedback."** —A.Weber
CUSTOMER SERVICE	**"Treat customers like friends and family."** —Rackspace
TEAMWORK	**"Put others first."** —Southwest

PhysicianOne Urgent Care

PURPOSE

To be the first choice in urgent care by delivering an exceptional experience to every patient, every time.

MISSION

We provide uncompromising, convenient care with a team of friendly and compassionate professionals that treats you with the kindness and respect you deserve.
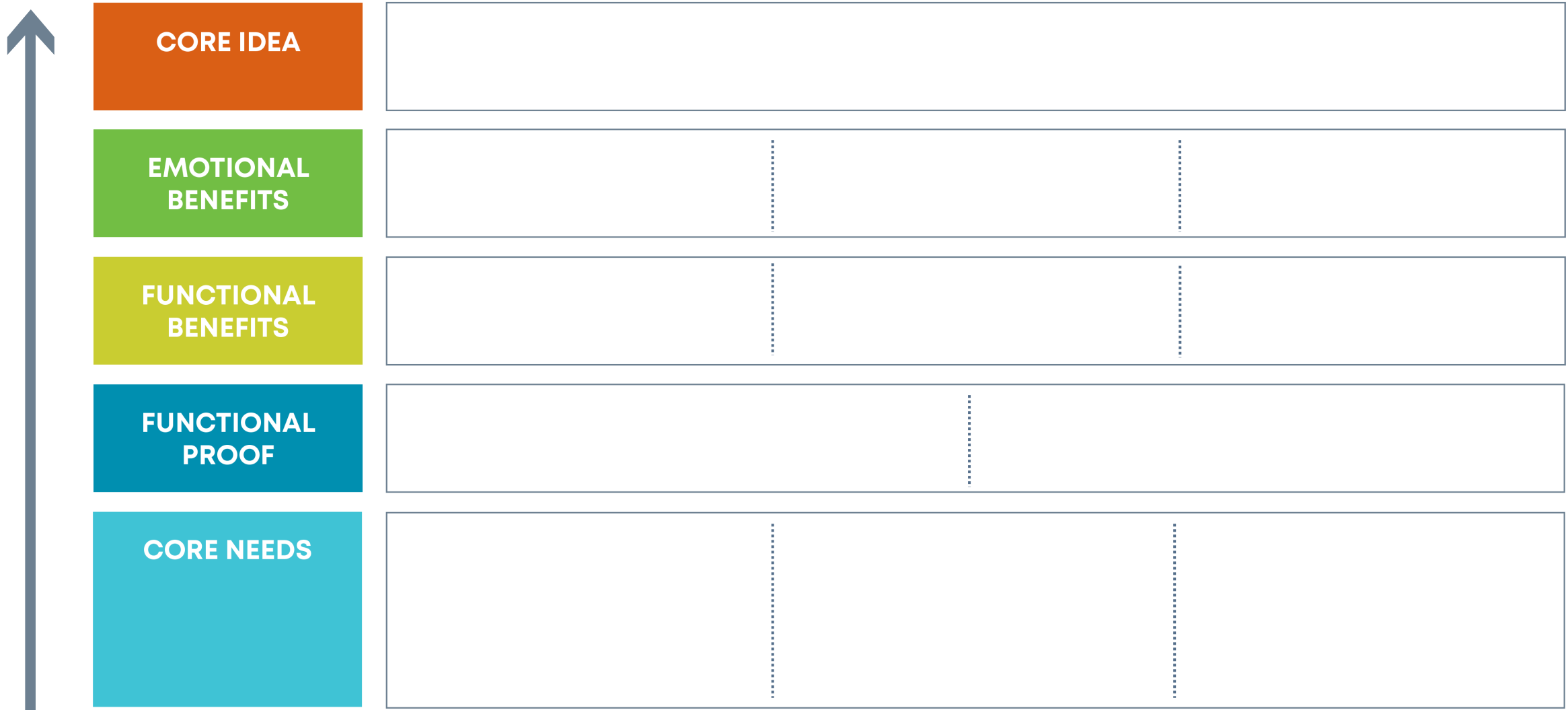
Positioning

Brand Ladder

This is a framework that starts with the needs and builds upwards towards a more emotional space that we have the right to own.

CORE IDEA	
EMOTIONAL BENEFITS	
FUNCTIONAL BENEFITS	
FUNCTIONAL PROOF	
CORE NEEDS	

DOCTORS ARE OUR DIFFERENCE

'Right now' only matters if the care you receive is of the highest quality.

Our centers are managed by experienced doctors, with the expertise, warmth and integrity your family can trust.

This has earned us a certification among the top 1% of Urgent Care centers for healthcare quality and safety.

With a capable and friendly staff, prescriptions and x-rays handled on site, 48-hour follow up calls, and a policy of sending new health records to your primary care doctor, we provide both convenience AND confidence in care.

Brand DNA

Brand DNA refers to the inherent elements and attributes that drive our brand. Within our brand DNA lie the seeds of our differentiation versus the competition.

Professional

Our centers are staffed by experienced physicians. This has led to a top 1% status among Urgent Care centers in the country via our Joint Commission certification. We exist to provide high quality care – period.

Personal

We are people serving people. As a staff, we treat each other like family, resulting in the honor of being rated one of the Top Workplaces in Connecticut. We greet patients as part of this family; our reputation is earned one person at a time.

Comprehensive

From illnesses to injuries, we treat a vast array of medical issues. From our medication dispensary to our on-site X-rays, our centers have been built to provide routine, as well as urgent care and address as many patient needs as possible.

Cooperative

We take our partnerships with primary care physicians, insurance companies, and hospitals very seriously. Our overall goal is a healthier community – and that means playing an important role while respecting what our partners do best.

Convenient

Short wait times, extended hours, accepting multiple insurances, walk-in convenience – great medical care on the patient's terms. We recognize the stressors of the system and are focused on making it easier.

Identity

Names Aren't Great – Brands Are

Many of the world's best-known and best-loved brands selected names that communicate in an abstract way- and then became known for what they represent.

	amazon	NIKE	STARBUCKS	verizon
Origins of the name:	Name of the longest river in the world, to imply selection from A to Z	Named for the Greek goddess of victory	Starbuck is a minor character in Moby Dick	Neologism containing the Latin word for "truth," merged with "horizon"
What it became:	A place where you can get almost anything you want or need	A symbol of athletic achievement	The go-to beverage institution across the world	The most reliable mobile network in the country

Urgent Care Names – Species vs. Specificity

Newco's Voicemail

Hi, this is Lynne from PhysicianOne calling to follow up. Please give me a call when you get a chance.
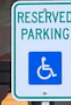
Patient Experience

These Two Forces Combine to Drive Breakthrough Performance

OPTIMAL CUSTOMER EXPERIENCE

VOICE OF THE COMPANY

LIVING THE BRAND

VOICE OF THE CUSTOMER

LOVING THE BRAND
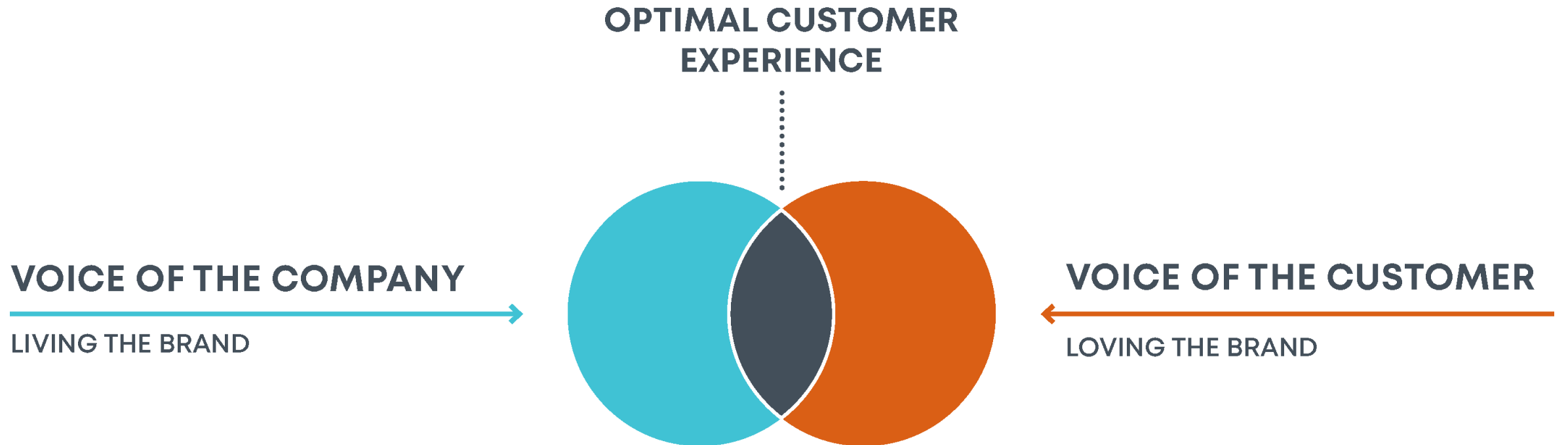
The optimal customer experience occurs with consistent brand interaction and will ultimately deliver results.

More Than a Theory – A Clear Purpose Can Drive Performance

15x
Performance over 15 years vs. S&P 500 by firms operating with a clear and driving sense of purpose.[1]

75%
of executives from purposeful companies state that the integration of purpose creates both short and long term value.[2]

84%
of employees working for organizations with a shared sense of purpose are engaged, compared with 32% of those working in organizations without one.[3]

1. The Business Case for Purpose (HBR+EY)
2. Firms of Endearment by Raj Sisodia
3. EY Beacon Institute –How can purpose reveal a path through disruption?

Net Promoter Score (NPS)

Net Promoter Score®, or NPS®, measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world round.

DETRACTORS							PASSIVES		PROMOTERS	
0	1	2	3	4	5	6	7	8	9	10

NET PROMOTER SCORE	=	% PROMOTERS	—	% DETRACTORS

Shift from Service to Experience

CUSTOMER SERVICE

Occurs when there is a problem

What the organization does

An event

Immediate, transactional

CUSTOMER EXPERIENCE

Occurs all the time

What the customer feels

An atmosphere

Consistent over a lifetime

Source: blog.spoken.com

Outside-In: Key Immersion Phase Findings

Established practices and site design for check in started the visit on the wrong foot
- Our client and all key competitors lacked the desired level of patient privacy at check in with desk locations adjacent to waiting areas and requirements to describe symptoms out loud in earshot of others.
- Front desk design prevented women from resting their purses while filling out paperwork, creating immediate stress while they were already in a state of physical and emotional stress.

The waiting room experience further contributed to a state of discomfort
- Couches forced sick people to sit uncomfortably close to each other and fabric seating left people wondering if furniture was clean.
- Waiting times were an unknown and a source of stress.

The exam room experience was the #1 driver of dissatisfaction
- Experience from doctor to doctor was inconsistent.
- Patients did not feel listened to – in large part due to computer terminals that forced them to turn backs on patients
- Room design felt more like a hospital than a doctor's office, contributing to a sense of discomfort.

Outside-In: Key Immersion Phase Findings

There were too many patient handoffs and friendliness was inconsistent
- An average of 5 different people ushered the patient through the journey.
- Patient names were infrequently used, and staff were not asking enough questions.

Discharge was inconsistent and confusing to patients, often with a lack of closure
- Doctors were not always closing by asking if the patient had any other questions.
- Discharge staff would sometimes get bogged down with intake, causing long discharge waits.

Doctor preferences for scrubs over lab coats affected patient confidence
- Many doctors were ignoring management guidance and wearing scrubs instead of coats.
- Research showed patients were most confident when seeing a professional in a white coat.

Implemented Opportunities

- Greeting area was augmented with privacy screens to improve check in

- Greeting process was changed so that patients wrote down symptoms vs. needing to announce them

- Check in desk was redesigned to accommodate women with purses

- Estimated wait time indicators were piloted on screens in waiting rooms

- Doctors were required to wear white coats with tracking linked to performance reviews

- Rolling 360 computer terminals were introduced in place of terminals forcing doctors to turn away

- Patient exam rooms were redesigned to feel more homey like a doctor's office vs. like a hospital

- All staff were trained on principles of friendly customer service and using patients' names

- Doctors were required to confirm closure by asking if patients had any other questions

- Discharge process was simplified

- Post-visit text message surveys were incorporated to track performance improvements

Patient Experience

Patient Journey Map

	1	2	3	4	5
BENEFITS SOUGHT	DECIDE	WALK IN	WAIT	EXAM	DISCHARGE / FOLLOW UP
FUNCTION	Get Better Get In Get Out	Quick Sign In Clarity on Wait Privacy	Short Wait Comfortable Personal Space	Heard Understood Privacy	Complete Visit Clear Instruction No Surprises
FEELING	Confident Care Speed	Welcomed Warmth Concern	Cared For Comfort Concern	Connected Warmth Concern	Closure Understanding Completeness

Key Takeaways

Big Ideas

The brand is far bigger than external marketing artifacts
We think about the brand as more than a marketing endeavor – but an organizing principle.

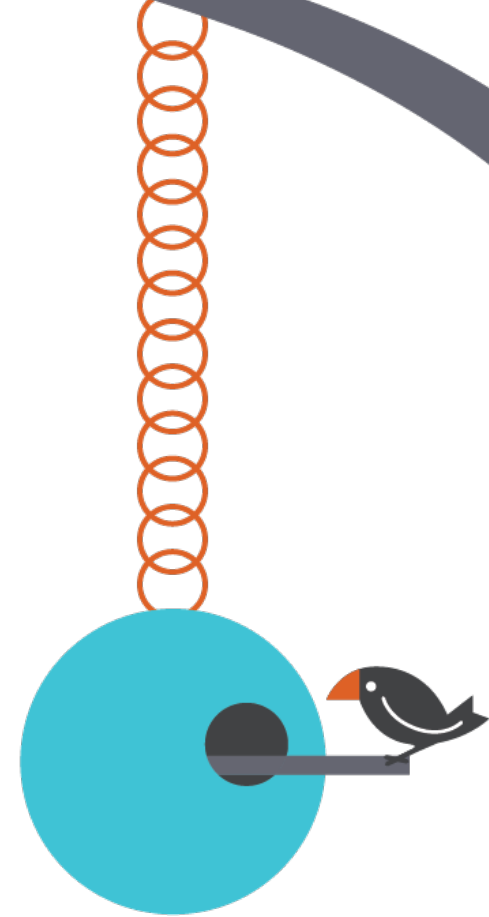## Brands are built deliberately – and inside out
The strongest brands are purpose-driven – engaged teammates lead to happy patients.

Transcend the 'species' of Urgent Care
In positioning, naming, and other communications, don't miss an opportunity to assert distinctiveness.

Shift from customer service to customer experience
It's less the stuff than the staff – how people are treated is just as important as addressing their health challenges.

Thank You

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BRANDS