



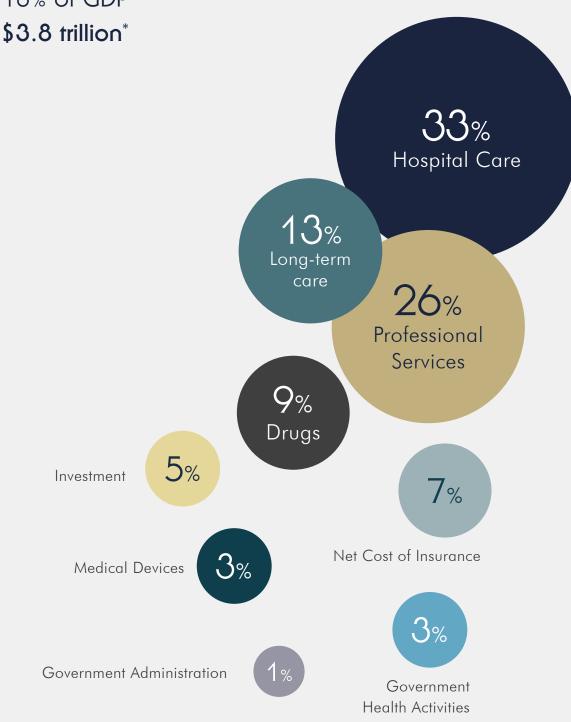
WE MAKE

SIMPLE AND THE SIMPLE MEMORABLE

Maximizing the Power of Brand and Communication in Healthcare

Healthcare is complex and costly, with 34% of the total going to administrative costs and 10% of patients costing \$2.66 trillion.*





^{*} Source: AMA



We know that clear communication in healthcare is needed to advance transformative change.

Pain points include:

- Transition to more integrative care is slow and technology dependent
- + Shift from sick care to preventive care requires a more educated consumer
- + The willingness of insurers to offer incentives to change policyholders' behavior
- + Addressing health inequities and other interrelated societal issues
- Home healthcare requires new technologies and regulations to improve access
- Increased ownership of "personal health" alters doctor-patient relationship

The disruptions driving the "rethink" of healthcare delivery



"Invasive" and traditional wearables will track antibodies. cholesterol, blood sugar, oxygen content, biomarkers, red/white blood cell counts, relative diet, geolocation and potential environmental health impacts and ID risk.



Government and public insurers will have to rethink flexibility around coverage, refills and payment for remote/tele support.



Apps will build off the new data made available through wearable monitoring and will be prescribing Rx for their wearers. This will build on the projected Individual Health App 2025 validation of \$112b.



Larger brands will begin to assume not just the role of product delivery and support but also diagnosis and post diagnostic progress by tracking individual biometrics against foundational profile expectations and individual development.



Pharmacists will play a greater role for their dispensing fees and bots will assume key functionality for routine questions and support.



Data will become relative as insurers and governments expand premium discounts to individuals who manage their wellness and to HCPs who realize better results.



Specialists will become the primary writers for NBRx, while NP/PAs and possible even consumers will become primary writers for NRx and TRx.



There will be accelerated consolidation among doctors, insurers, pharma, retail and devices that will redefine "closed loop."



GPs will suffer massive decline as we see an increase in selfdiagnosis, greater ownership for individual health and expansion of lower-cost NP/PAs for broader delivery through virtual and retail clinics.



Generic Rx will accelerate, driven by WBG, CVS, Amazon and other "full service" providers.

Poor communications were a factor in the deaths of 1,744 patients* and over \$1.7 billion in malpractice settlements in the past five years.

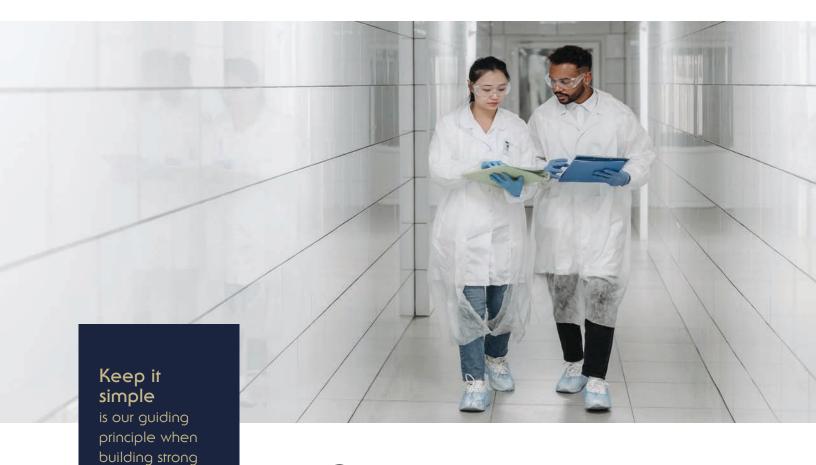
Complexity

has consequences...

The pace of healthcare transformation slows in the absence of a strong brand and clear communications.

- + Patients are influenced by other patients, physicians and marketing.
- + Physicians are influenced by payers, peers, medical associations and educated patients.
- + Payers are influenced by government, advocacy groups and the scientific community.

These different influences drive the need to eliminate complexity by building brands and crafting communications that are simple, understandable and memorable.



Complexity

is often triggered by:

Repositioning Mandates

brands and

crafting effective communications.

> Meeting growth objectives, and competitive threats, regulatory changes, while improving the employee and patient experience

Mergers & Acquisitions

Integration issues, including unifying and aligning cultures. Name selection and the need for new positioning, clarity and consistency

Significant Moments

New leadership, new discoveries and partnerships. Internal and external crisis— i.e., unexpected events can impact a brand

Technology Advancements

Tele-health, Al and machine learning, maximizing social and new media channels, and the need to always be evolving digitally



keep simp Simplicity requires: + Sustaining commitment, focus, time and effort. + Setting priorities and saying no, more often than yes. + Gaining the clarity of purpose needed to attract talent. Delivering exceptional service that is built upon empathy. + Leveraging technology and digital platforms.

To make the complex simple, we focus on the following:	STRATEGIC CLARITY	CULTURAL ALIGNMENT
VITALS	Positioning, narrative/message clarity and understanding.	Purpose, mission, vision & values, business and brand strategy alignment.
ISSUES	Do patients, medical staff and employees know what you stand for and why?	Do employees know how they fit into your brand so they can deliver on and live it?
	Have you achieved the strategic clarity that enables changes in behaviors?	Are employees equipped to be the best brand ambassadors possible?
	Does it align with career growth, help achieve ACO goals and growth objectives?	Are we incorporating the views and needs of all diverse stakeholders?
MEASURES	+ Consultant-lead audits and reviews	+ Brand-focused employee surveys
	+ Internal leadership surveys	+ 3rd party audit and reviews
	 Healthcare analyst interviews 	 Cultural alignment indicators
		+ DEI tracking
BENEFITS	+ Increased productivity	+ Improved retention rates
——————————————————————————————————————	+ Achieving performance objectives	+ Increased productivity and satisfaction
	+ Increased employee engagement	+ Help attract the right talent

CASE STUDIES





OPERATIONAL AGILITY

DIGITAL ADAPTABILITY

REPUTATIONAL STRENGTH

Brand, marketing and design matters to the company and everyone in it. Advancing the path to full digital transformation.

Ensuring license to operate; support/ benefit of the doubt in time of crisis.

How well can your organization change and adapt to evolving patient, staff, regulator and community needs and expectations?

Is design a key part of your operational and brand strategy?

Can operations be more sustainable?

Are you leveraging digital channels to provide new and measurable ways to reach and impact patients, employees and communities?

Are marketing, messaging, mentoring and monitoring being supported with the right digital platform?

Do you have an external audience which will support you in times of crisis?

Do audiences trust you and give you permission to consider an extension of your service lines?

Can you attract the right talent?

- + Tie back to existing performance measures
- Establish benchmark data on key marketing, communication, and related numbers and ESG tracking
- Digital Brand Center usage dashboard that includes Key Performance Indicators (KPI's) to track marketing effectiveness, material use and other branded assets.
- + Bi-annual market surveys
- Daily media tracking dashboard

- + Lower costs
- + Deliver more services
- + Profitable growth
- + Increased productivity
- + More efficient market efforts
- + More effective targeting
- + Less wasted time on mundane tasks
- More time for high-order thinking
- + Help attract the right talent
- Stronger employee and patient relationships
- Better ability to navigate crises





Stella Health



Memorability is shaped by the different ways individuals "take in and process" signals, messages and the world ground them.



We create simple brand strategies, designs and effective communications that move organizations — and the world — forward.

We make this happen by...

...staying attuned to the societal, consumer and regulatory changes impacting demand. We discover the clarity of purpose needed to create authentic brands that provide new pathways of growth, value creation and improvements to the employee and customer experience.

...balancing business and behavioral intelligence to provide objective counsel to leaders. We help isolate the key performance factors of yesterday, identify the trends of today and forecast the preferences of tomorrow.

...integrating verbal and visual expressions to craft positionings, design experiences and shape stories. Together, these create strong emotional connections between consumers and the brands they love.

Combining experience with insight, data and subject matter expertise, we provide a rich mix of incisive strategy, innovative design and creative thinking — the critical capabilities needed to bring brands to life.

How our team can help your team create more prosperity:

Ways we help make the **complex simple**

STRATEGY

- + Research, analysis & insights
- + Mission, vision, values & purpose
- + Positioning & narrative
- + Brand architecture & naming

ADVISORY

- + Market entry strategy
- + Awareness building
- + Network access
- + Mergers & acquisitions

WORKSHOPS

- + Problem definition
- + Strategy road maps
- + Story & narrative
- + Customer journey mapping

Ways we help make the simple memorable

DESIGN

- + Logo & visual identity systems
- + Website design & development
- + Brand & style guidelines
- + Marketing collateral
- + Social media content
- + Digital brand centers

PRODUCTION

- + Overview
- + Explainer
- + Motion graphics & videos
- + Presentations

ACTIVATION

- + Implementation management
- + Rebrand scenario planning
- + Budgeting & cost analysis
- + Detailed conversion project planning
- + Brand launch & rollout coordination
- + Employee engagement



strategic clarity

Florida Blue

Blue Cross Blue Shield of Florida saw the shift to patient power earlier than most (2008). We helped them by making the brand and its communications more consumer-centric.

PROBLEM

They had to innovate and make changes that remained true to their reputation, all while facing competition from larger national brands and addressing a population of widely varying demographics, needs and wants.

We helped the company go straight to the people, co-developed ads, sales and marketing materials, radio and TV commercials, internal videos, corporate messaging and point-ofpurchase and digital.

cultural alignment



- CONTEXT

CareCore and
MedSolutions were already
strong brands in the
medical benefits sector
when General Atlantic
Partners purchased and
merged them.

- PROBLEM

The new unified company had to reflect the legacy and expertise of the two companies, while fusing their shared attributes into a common culture. SOLUTION

We created the eviCore name, a launch video, print collateral, posters and environmental projections.

operational agility



- CONTEXT

NYAM was founded in 1847 to be a neutral convener of New York's medical experts. This led to the creation of a world-class medical library. Later, they evolved to address public health and policy issues. PROBLEM

This beacon of excellence [in three distinct areas] was not getting the credit, attention, nor the funding it deserved.

- SOLUTION

We modernized their identity, modified their organizational structure and crafted a narrative that highlighted what they do, the benefits of that work and why they should be supported.

digital adaptability



Through a series of mergers and acquisitions Mount Sinai grew from two to eight hospitals, over 500 physician offices and 38,000 employees.

The larger Mount Sinai needed a new positioning and clear brand story and identity to unify different cultures of care, academic leaders and the diverse communities they serve.

A phased plan introduced the elements of change, including a digital brand center containing tools, templates and information, advertising and collateral all of which demonstrated the unity and utility of the new look and voice.

reputational strength

Stella Health

Blue Cross Blue Shield of Minnesota realized that their growth depended upon becoming a total health company.

While the BCBSM name had a high level of equity, there was a perceptual disconnect in repositioning the brand to transcend insurance.

We assisted in the formation of a consumer-facing entity, making health easy and connected that centered resources and services around the customer. Co-creating business strategy and internal board presentations, we named the new company Stella, introduced an identity system, brand architecture and crafted key launch messaging.



RON CAPPELLO

Founder and CEO

Ron founded Infinia in 2003, and has long believed in branding as a critical tool to advance organizational change, innovation and growth.

Clients agree: he's nurtured key relationships at AICPA, tdf, Bank of America, Rutgers Health, Florida Blue, Wellforce, Pfizer, Westfield Insurance, CD&R, General Atlantic Partners, EQT, Nielsen, HCA, Duke University and more.

His ability to express the complex in clear, simple terms has made him a popular speaker in the industry, and frequently published in prominent trade journals.

Previously worldwide President of Enterprise IG, part of WPP Group plc, Ron has a BA in Economics from the University of Colorado.

JOHN WATTS, Ph.D.

Senior Strategy and Analytics Advisor

John is an economist, quantitative analyst, and business strategy expert with 20 years' experience. He has completed numerous brand, customer experience, market sizing, segmentation, forecasting and related studies across most industry verticals.

His past work includes leading strategy and analytics capabilities at Havas Health, leading global decision sciences at Opinion Research Corporation, strategic research at FTI Consulting and Vivaldi Partners, and serving in senior strategy consulting roles at Ernst & Young, Accenture and PRTM (now PwC).

Prior to his business career, John was tenure track faculty member at the University of Chicago's Booth School and Purdue. He continues to coach MBA new product / innovation with University of Chicago MBA students. John has also taught analytics strategy in the MS Analytics program at University of Chicago. John holds Ph.D. and MS degrees from Carnegie-Mellon University.

WILL AYRES

Senior Creative Advisor

Will draws clients out of themselves. Literally: one of his many skills is a draftsman's speed with his trusty pencils at interpreting and articulating scenarios, what-ifs and where-tos, a feature which regularly unblocks and progresses even the most challenging of strategy sessions with leadership.

Bringing a nuanced understanding of creative's purpose and expression from both sides of the client/agency fence, Will helps guide all parties through the tactics, actions and initiatives that complement and realize business and brand strategy. A workshop with Will, whether visualizing a future state or mapping and bettering the customer experience, is frequently the tipping point (and many clients' favorite part) of any engagement. He'll even autograph the sketches for an extra fee.

RAUL GUTIERREZ

Creative Director

Raul's experienced perspective spans the strategic, creative and executional elements of successful brand-building. He has worked across several industry sectors including Fortune 500 companies and non-profit organizations, developing distinctive visual narratives into functional, valuable business expressions and tools.

Committed to the realization of identity through every channel – environmental to systems, digital to packaging, signage to guidelines – Raul has held senior positions at Siegel & Gale and Landor, as well as architecture and interior design firms such as Gensler and Daroff Design. Most recently he was Corporate Creative Director for Centers Health Care, creating, rolling out and implementing their new brand. Other satisfied clients include: 3M, Caterpillar, Dell, DuPont, McGraw-Hill, Northwest Airlines, Mount Sinai and Verizon.

CRISTIANE BORGES

Creative Director: Information Design

Cristiane has been working in the New York City's advertising industry for more than seven years. She created work for agencies such as Ogilvy (for the offices in New York, Brussels, and Toronto), Sapient Razorfish, McCann, Weber Shandwick, DKNY, Time Inc., Havas Media, Wolff Olins, and Barrow's Global, among several others.

Her work as an Information Designer includes screen presentations, RFI and RFP decks, and infographics and animation design for clients in the industries of entertainment, fashion, technology, automotive, finance, chemical, pharmaceutical, transportation, retail, food, and cosmetics.

In the pharmaceutical and healthcare industries, she has worked for brands such as Bayer, Novartis, Bristol-Myers Squibb, Mylan, Pfizer, Sunovion, Sage Therapeutics, Stryker, iBio, and Johnson & Johnson, among others.

SUNNY UBEROI

Senior Communications Advisor

Sunny is a seasoned communications strategist who has worked in senior roles across diverse sectors, including healthcare, financial services, technology, and consumer. He has been advising CEOS of publicly traded and startup health tech companies specializing in gene therapy, type 2 diabetes, biohazardous waste, diagnostics, immuno-oncology, and organ transplantation from IPO readiness, advocacy, media to regulatory communications.

Most recently, Sunny was the head of global R&D communications for the second-largest pharmaceutical company in the US, BMS, where he was responsible for developing thought leadership platforms to drive reputation, engagement, and corporate positioning for clinical, drug development, machine learning, and manufacturing. He also served as the global head of communications for S&P Global Market Intelligence, Pfizer Consumer Healthcare, Agenus and Elan as well as holding various pharmaceutical industry marketing positions.

Sunny graduated with honors from Manchester Metropolitan University (BA, Economics) and has a Masters in Marketing from Manchester Business School.

GARLAND WEST

Senior Food and Nutrition Advisor

Garland is a specialist in the global food and agricultural system, with an extensive career serving leading names across the food chain as a consultant on public policy, issue analysis, executive communications, brand strategies and brand management.

He is an author and speaker on global agricultural issues and a regular contributor to the food blog dirt-to-dinner.com, as well as an advisor to numerous organizations on the evolving nature of effective organizational leadership in an increasingly complex global food system.

His resume includes various assignments in Washington, D.C., Minneapolis, New York, Chicago and London as both a public affairs executive for Cargill, Incorporated and executive consultant for commercial and public-policy organizations focused on food security and sustainability.

JOHN FORGETTA

Senior Content Advisor

A writer and editor at his core, John learned how to create a powerful emotional connection with the consumer when he was editorial director of greeting cards and social expressions at American Greetings. From there, he was recruited by Progressive Insurance to develop a new brand voice that evolved into the awardwinning Flo spokesperson. Since then, John went on to build new and revitalized brands for Westfield and Erie Insurance before joining TEGNA's WKYC-NBCTV. There, he won two Emmys from the Academy of Television Arts and Sciences for copywriting and promotion and a Promax Gold Award for Best News Brand Experience.

John is a graduate of Wesleyan University and a member of the Phi Eta Sigma Society of the University of North Carolina. During his off hours, John is a screenwriter of holiday movies for the Lifetime television network and a cartoonist for Creators Syndicate.

LIZZIE KUPERSMITH

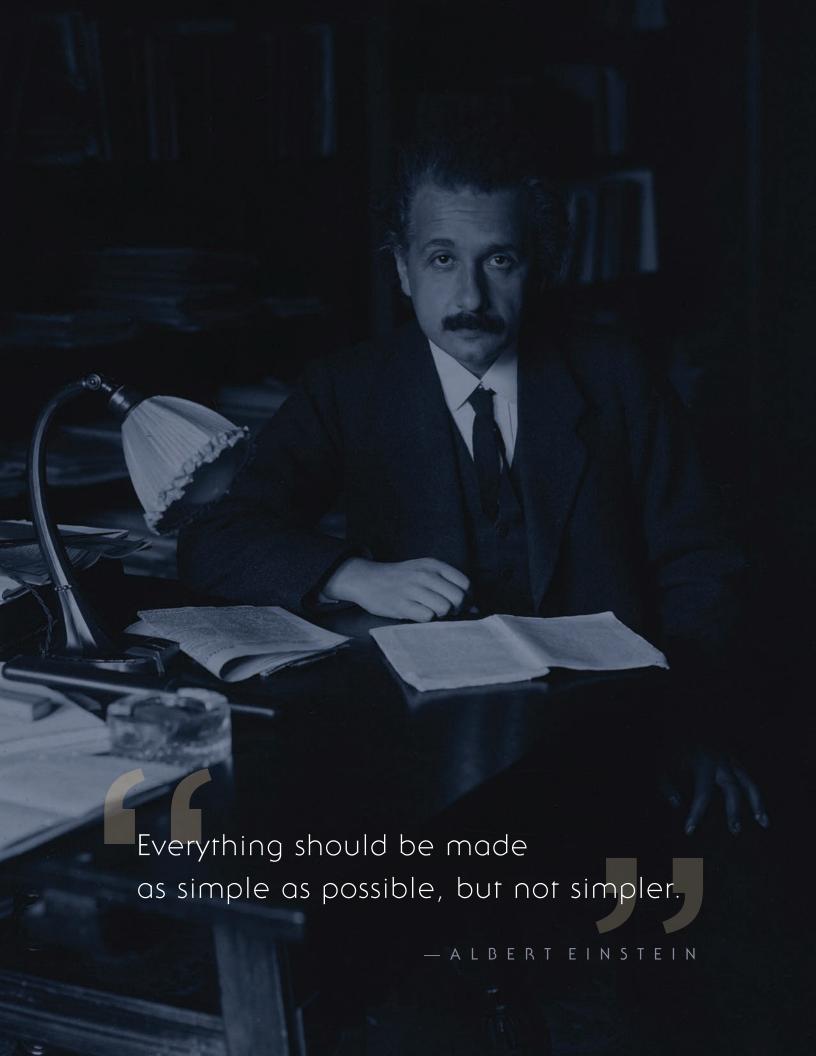
Strategy Associate

Lizzie is a graduate of Georgetown University, with a double major in Psychology and Art History.

Her clients include, HCA, Duke University, CD&R, CheckPoint Therapeutics and Rutgers Health, among others.

Lizzie has previously worked in several client-facing roles, as a Gallery Associate in NYC, as well as on the Media Relations team at a PR and Communications firm.

Through her work she gained a deep understanding of how to creatively position clients and refine their purpose and goals. In her free time, Lizzie loves to visit art museums, cook and take yoga classes.



INFINIA GROUP LLC

New York

We create simple brand strategies, designs and communications that move markets, organizations — and the world — forward by collaborating with our clients to change experiences in ways that positively impact the behaviors of customers, employees, investors and policymakers.

We make this happen by transforming complexity into simplicity and ensuring what is simple becomes memorable.

Infinia is a founding member of the

Selbey Anderson Global Alliance: selbeyanderson.com





























RUTGERS HEALTH



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