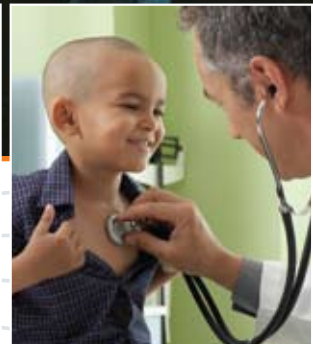




Science Transforming Life™

# Elevating the National Jewish Brand



The #1 Respiratory Hospital in the U.S., 10 Consecutive Years  
*U.S. News & World Report*

# Our Brand Story





## **Bringing Our Organizational Strategy to Life: Elevating the National Jewish Brand**

Our brand is much more than a logo, a name, or a tagline. We see it as a promise – a big organizing idea that helps all of our internal and external audiences connect who we are with what we'd like to be as we evolve and grow in new directions.

Our brand is a valuable asset. For our purposes, our brand is our reputation. We have the opportunity to shape that experience and create a lasting impression that builds value. If you are reading this, chances are, you are a stakeholder in our organization, and we need you more than ever before to believe in us and our shared sense of destiny.

## Our Strategic Evolution

Since 1899, National Jewish has been serving, growing and evolving as one of the leading healthcare organizations in the world. We are a “cause organization”, which began by treating indigent tuberculosis victims, and never billed a patient for the first 60 years of our existence. Charity and indigent care remains a core value of the organization whose motto began as: “None may enter who can pay – none can pay who enter.”

We grew into an innovative research institution and the world’s top respiratory hospital. We have been the number one ranked respiratory hospital in the nation for many years now and we live up to that reputation by providing the highest quality of care for each and every patient. We are ranked among the most influential research institutions in the world, known for our research and treatment of respiratory, immune and related disorders.

We have some of the best and brightest researchers, faculty, physicians, healthcare professionals, staff and employees that you will find anywhere. And, we are known far and wide in the fields of medical research and care. We face incredible challenges, however, as we evolve.

Although we have such a great story to tell, relatively few people outside our medical niche know who we are, what we do, or where we’re going. In Colorado and outside of our state, we have a big job in front of us.



At the same time, the medical and research landscape is rapidly changing. Providing good research, medical treatment, and education is no longer good enough. We are moving toward a world where the concept of personalized and preventive medicine will dominate – the ability to link genetics and other technologies, research and diagnostic prowess to create new targeted treatment options is the future direction of healthcare – and we intend to be the world leader in that effort. We are investing millions of our dollars to build the infrastructure, products and services, recruiting clinicians and scientists and enhancing our capabilities to be the leader in the development of personalized health.

We also know that while National Jewish may be well known as a name, it is not yet a true national brand. Together, we are going to help it get there. We have spent a lot of time and resources to develop a strategic plan so that the institution can grow, expand, and flourish in this new environment.

We are, at our core, a scientific organization that is truly in the process of transforming many elements of life as we know it, as we pursue our vision to continue to lead globally.



## Our Organizational Strategy

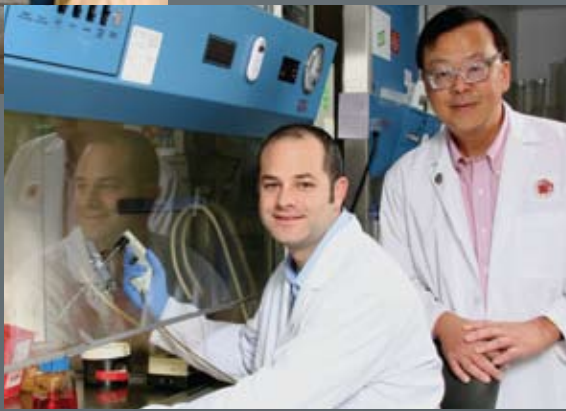
**First**, we will innovate to create a model of care that is proactive and individualized, pursuing highly interdisciplinary research discoveries, and integrating those discoveries with the highest quality clinical care. A strong brand can help us better tell this evolving story.

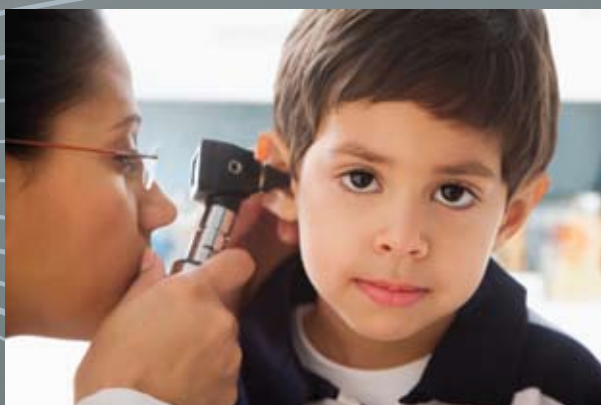
**Second**, our preeminence is created by our research power and collegial culture, and we need to make significant investments in faculty, facilities and systems to maximize our potential. Having a strong, well-focused brand associated with faculty quality and world class facilities is vital to our long-term success.

**Third**, we will enhance our value creation. As NIH funding and other government grants may decline, our brand will help us create and enable new and enhanced revenue streams to support our mission and plans. This is about novel and enhanced philanthropic approaches, programs that will expand our geographic and clinical footprints well beyond respiratory areas, as well as unlocking the national value of our name. We need to evolve our brand to make this happen.

In order to do all this, we need a stronger and more innovative brand that does not confine us to old images – rather, we need a brand that will celebrate and advance our unique capabilities, culture and prominence and helps move our awareness and philanthropy to new levels.

Our brand must account for our activities which encompass not only excellent patient care, research, and education of physicians and scientists, but, includes a unique K-8 school for chronically ill children on our main medical campus and extensive programs that address the two leading causes of behavior-associated preventable death in the United States – tobacco use and obesity. We are outgrowing “medical and research center” and becoming a true Health organization. Our brand must reflect these changes.





## **So Why A Brand Project? And Why Now?**

The answer is simple. We are already a good brand, but we aspire to be great. And great brands never stand still. Elevating our brand is important considering that we plan to transform human health through our research to cure diseases, and our approach to leading the paradigm shift in patient care toward the practical implementation of personalized medicine.

Our goal is to elevate the National Jewish brand and make sure that it is aligned with our institutional strategic objectives.

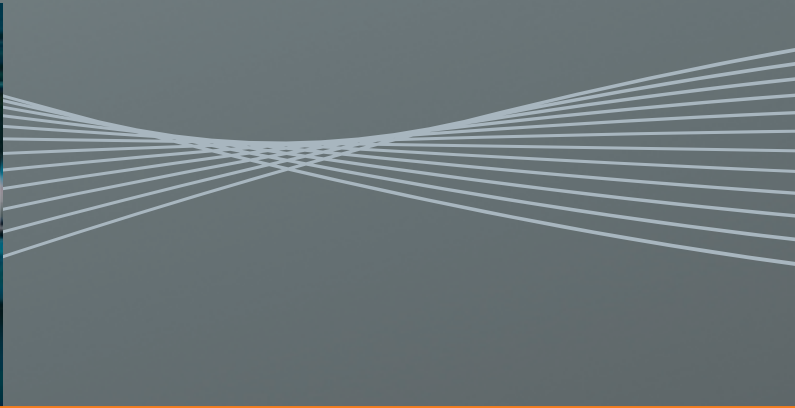
**Great brands connect emotionally to communicate who they are and what they believe.**

## **How Did We Build Our Brand Story?**

### **Our Foundation**

Like most great brands, we started with our rich heritage. We looked at our history, mission, vision, strategic plan and past work. We also interviewed hundreds of people from throughout our organization and others around the nation associated with National Jewish. This foundation is the “organizational DNA” of who we are and should always be the bedrock of our brand.





## Our Brand Assets

Building on the heritage and organizational DNA, we must leverage our current brand assets. There are four key areas of brand assets that we plan to maximize.

Our best national asset is our name recognition among the medical community for top-ranked specialty research and care.

We also plan to leverage our key emotional asset – over 109 years of serving the country by keeping people of all ages breathing and healthy through the unique experience of being treated at National Jewish.

We also plan to maximize our best experiential asset, the National Jewish way: compassionate care from highly-skilled people.

We need to effectively present the cause and charitable core of the institution more effectively.

## Our Attributes

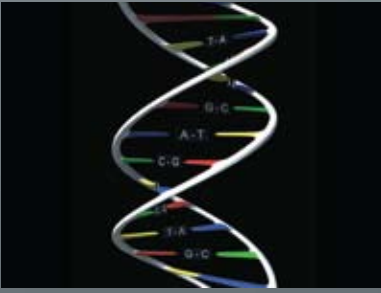
We surveyed key audiences through qualitative research and determined six key attributes that will help us tell our story – attributes which build on our assets and which will help us to be better known.

Our functional attributes are typically factual and practical. They tell everyone our core expertise.

**Science            Heritage            Discovery**

Our personality attributes are more intangible and dimensional. They tell everyone our tone and manner.

**Leadership        Quality of life    Individualized**



Science



Transforming



Life

## Our Brand Promise

A brand promise is the articulation of the benefits that we will deliver every time someone comes into contact with our brand. It's the one central idea that guides our organization.

When we started to develop a brand promise, it made sense to start with science – National Jewish's strong research and discovery-driven culture. It's the bedrock of who we are – and it has always been that way. It will likely always be that way. **SCIENCE** is the very core of us.

The next element is our reputation to lead, educate and leverage our scientific expertise to **TRANSFORM** research innovations to help people, and to transform the lives of patients of all ages seen at National Jewish.

The third and final element is the impact of transformational science to create personalized **LIFE** medicine to improve the health of individuals and communities.

In just three words, our brand promise is

# Science Transforming Life™

You'll see Science Transforming Life used as a tagline, as a codification of our evolution and our strategy, as well as the benefit that we provide to everyone who touches us. We have trademarked this phrase – it's ours, and when someone asks what we do at National Jewish, we can tell them we're all about 'Science Transforming Life' and tell the proud story from there.

Science Transforming Life is more than a tagline. It's a promise to create an entirely new health category. It's about science being leveraged to change lives. And this will form the focus of our efforts, strategically and operationally, into the future.

## Our Positioning

The following presents key ideas that help us explain why we're here and why we're special:

- Yesterday, we were all about tuberculosis, treatment and care, hospital and trial and error medicine.
- Today, we're all about respiratory immunologic and other basic science research, care and education; we've grown to become a campus and we're about reactive medicine.
- Tomorrow, we'll be all about proactive science-based cures, a developing health network dedicated to personalized and preventive total health.



## Our Name

In our history, the National Jewish name has also evolved. At least five times, we've changed our name to better communicate who we are and what we were about.

- In 1899, we were The National Jewish Hospital for Consumptives.
- By 1925, we had become National Jewish Hospital at Denver.
- In 1978, we became National Jewish Hospital/National Asthma Center.
- By 1985, we had become the National Jewish Center for Immunology and Respiratory Medicine.
- And in 1997, we created our "current" name – the National Jewish Medical and Research Center.

The one thing in common with all these names are the two words that define us – National Jewish. When you say National Jewish, it's a proud and successful brand name that conveys a large geographic scope and years of heritage as a community cornerstone. It's core to our history and identity and we don't want to lose it. In fact, we want to build on it and make it even greater.

But the descriptor part of our name, Medical and Research Center, is holding us back. Because it is specific to medical and research, it is limiting. It does not reflect the wider reach of our strategic plan into new areas of health beyond research and treatment. It also limits us to a single site or campus and does not convey our widening geographic strategy. And finally, it does not differentiate us, as there are many medical and research centers already.

The concept of health is where our organizational strategy is heading. We are moving toward personalized proactive health, preventive medicine, – evolving medical treatment and research, education and patient care which can't be conveyed by traditional descriptors such as hospital, medical center, health center or health system. Health also better describes our growing network beyond site specific or campus-centric traditional descriptors. Additionally, health is far more differentiating as a descriptor versus hospital, medical center, health center or health system.



Therefore, our name, from this day forward, is **National Jewish Health™**. We want people to know we're more than a care or research site – we're about a whole new way of helping people live better lives through better health. Health is a reflection of our mission, scope, breadth, vision, brand promise and also leverages science and research with their subsequent impact on behavioral and lifestyle choices.

Finally, it retains our National Jewish heritage in a powerful articulation that is easy to remember and capitalizes on our market and geographic opportunities.

## **A logo is a vital, strategic piece of communication that defines us and our aspirations.**

### **Our New Visual Identity**

The next step in the process was the development of a new visual brand identity for our organization. A logo is a vital, strategic piece of communication that defines us and our aspirations, and every element of our new logo was carefully and methodically chosen for a specific reason – to trigger a unique and differentiated identification of National Jewish Health and engage everyone who sees it with who we are and where we're headed.

Our goal was to create an overall brand design that is reflective of the organization, distinct to the positioning and relevant to the market and our context.



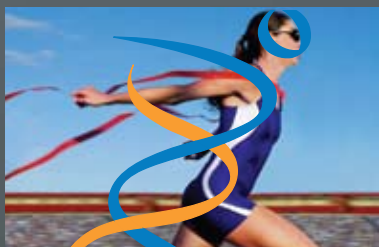
At the basic level, the blue stroke line represents clinical science, and our long heritage of the color blue as a cornerstone of National Jewish – both as a health brand, and as the historic homage to our Jewish roots. It swirls into one side of a helix shape, to

convey our scientific excellence, and also creates part of a healthy human being. Cool blue is the color of stability, credibility and clinical excellence.



The orange counter-swirl crosses the blue, completing a stylized helix shape for our scientific purpose, and also subtly conveys the multi-disciplinary and collaborative culture we are building through the intertwining flexible shape.

Orange is a brand new and warm color for us, and represents the powerful and dynamic process of transformation that we are undergoing as an organization. It is taken from the color of fire – representing the flame of knowledge, teaching and learning that burns in all of our hearts. The orange stroke forms the rest of the helix shape, and forms the rest of the body of the human figure. The very uniqueness of the orange differentiates us from all other local (and many national) healthcare brands.



The final stroke of our new logo is the blue head of the person. It completes the logo as a symbol of human lives that we seek to improve. You'll notice that the human figure is not standing still, but leaning or moving forward in a healthy, dynamic way, evoking the image of

an athlete winning a race, which alludes to our vision to win the race for new cures and better health. The figure is neither male nor female – it is simply human, and represents the humanity in all of us.

**National Jewish Health is moving into the future of science and medicine in a strong and vibrant way.**

With new visions, perspectives, name, brand promise and logo, we move forward proudly and confidently. We hope this new excitement will be embraced by all who come, support, and work with us at National Jewish Health.



Our Mission since 1899 is to heal, to discover, and to educate as a preeminent healthcare institution.

We serve by providing the best integrated and innovative care for patients and their families; by understanding and finding cures for the diseases we research; and by educating and training the next generation of healthcare professionals to be leaders in medicine and science.

[nationaljewish.org](http://nationaljewish.org)



Main Health Campus, Denver, Colorado



**National Jewish**  
Health™

Science Transforming Life™