

Embracing Our Community



isis
Primary care

*We deliver over 250 services and programs to
support health and well-being in our community*

1. Brand Identity/Brand essence project

1.1 Introduction

The ISIS Primary Care logo, name, organisational values and vision have been reached through collaboration and consensus. While they provide a general sense of ISIS culture, they are not immediately useful in internal and external communications. The marketing committee has agreed to extend this work by isolating a clear Brand essence statement. This statement would be analogous to Mazda's 'zoom zoom'. Such a statement when arrived at would act as a focus for internal and external communications. The brand essence should be a simple unifying idea that may be identified in all endeavours of ISIS Primary Care.

Focus groups and client surveys were adopted as techniques from which both a brand/Identity brief and ultimately a statement of brand essence could be derived. The activities listed below were conducted and results collated:

- Peer organisation questionnaire and analysis
- Branding workshops - 5 were conducted
- 4 site based workshops attended by a cross section of employees
- 1 senior management workshop
- Service User questionnaire

As a result of this process a brief will be put forward to base the alternative brand essence statements upon. It is also within the scope of this project to recommend changes to logos, name and other branding collateral.

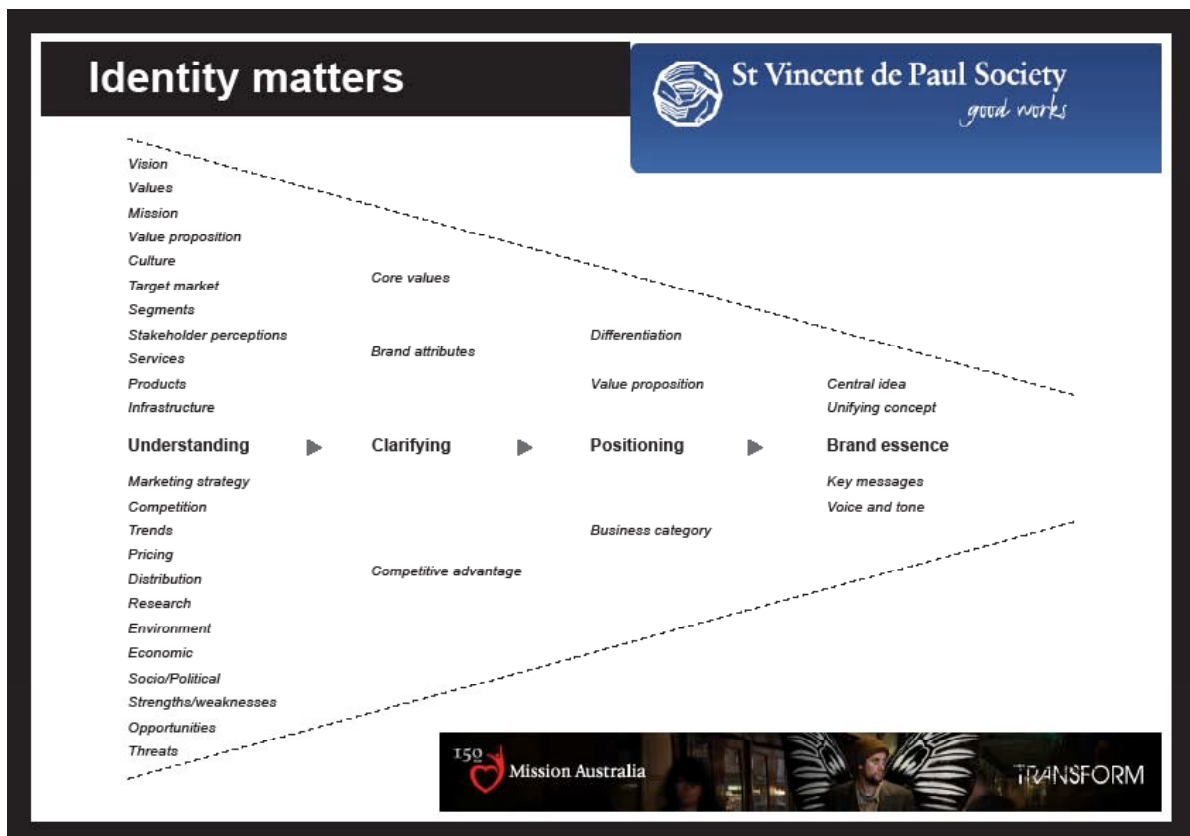
1.2 Current Brand Identity

Currently ISIS PC has a logo, organisational name, several sub-brand names (e.g Living Well), 2 Primary branding colors, an agreed mission statement and set of values. The logo has an underlying rationale that is not commonly known within the organisation and not known outside of the organisation.

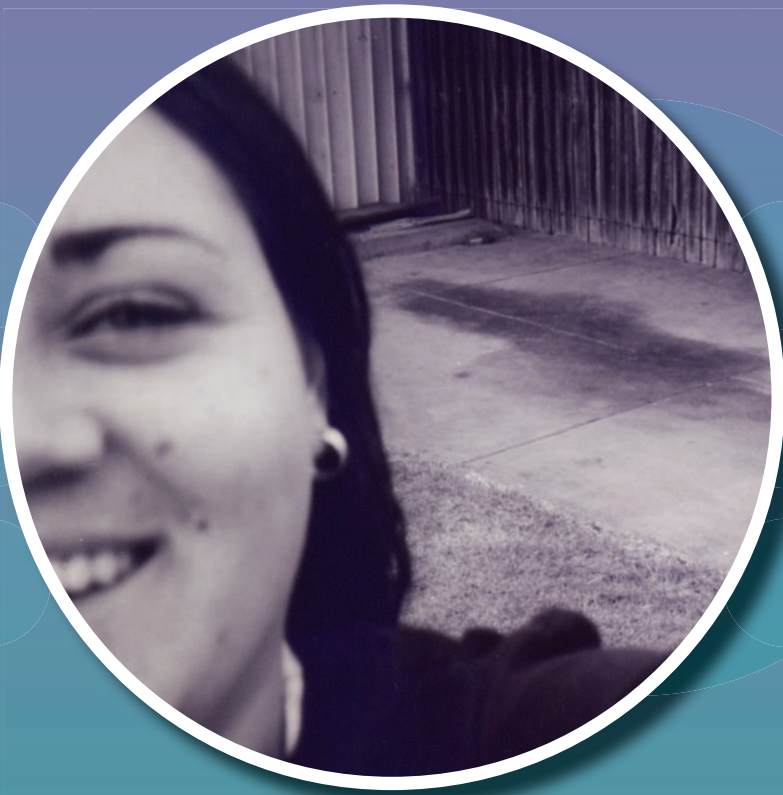
These elements are displayed in appendix 1.

1.2 Process Overview

The diagram below shows the process by which we may focus in on Brand Essence. The following discussion of Peer Surveys, Brand Workshops and Service User surveys results takes us toward the understanding required to identify brand essence.



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2.0 Summary of results and observations

2.1 Peer organisation questionnaire

ISIS primary care is strongly associated as being large, multi-sited Community Health Centre involved across a number of LGAs. It is recognised by peers as being Caring, Highly Service Focused, Tolerant, Professional, Responsive to community needs, Central to Community Health Outcomes and Collaborative. It is least associated with being Political and Frustrating. There is only a mild association with the traits of Proud, Innovative, Dynamic/Driving, Research Focussed, Medically Focussed, Progressive, Leaders in the Field, Conservative, Dedicated, Corporate, Independent and Prominent.

The brand essence identified in Peer Group feedback, associates ISIS with being a large, busy, growing multi - centre organisation central to community health. The overall sense of the organisation is as a caring, service focussed centre with values of tolerance and responsiveness. Not unexpectedly given the audience, a strong acknowledgement of collaboration and partnership came through.

The proposition that ISIS is seen strongly as Innovative or Dynamic, a place of medical or research focus, or corporate does not appear to be as natural a position.

In communicating to ISIS peers it would be most advantageous to strengthen and reinforce ISIS natural brand strengths rather than pursue an identity that may not resonate as strongly.

2.1 Site based branding workshops

The purpose of the staff branding workshops was primarily to get a sense of what staff felt were the most fundamental ideas upon which ISIS primary care is built. While there were differences across the four sites surveyed, the similarities in feedback across the four sites was far more prolific. While workshops were asked to concentrate on identifying brand essence, there was significant feedback from all groups in relation to general feedback on ISIS marketing and communications.

The format of the workshops was a 30 minute consideration of brand theory and practise followed by a 45 minute workshop brainstorming on brand essence. The four groups produced over 325 ideas between them. The workshops focussed on grouping and classifying these ideas. This informal factor analysis produced a number of major idea categories. These were:

Community Focused - Addressing community needs, connectedness, engaging with community, community service. A sense of responding to changing community needs and its diverse needs.

Relationships/Interactions/Partnerships - Together we can make a difference - engaging with all groups. Particular mention of GPs as a crucial audience. linking people with services

Organisational Culture - A range of characteristics that describe the cultural feel of ISIS Primary care predominantly in the area of caring and support but ranging through many of the core values.

Health/Well-being Focus - Quality of life, Holistic approach, multidisciplinary, self management

Transforming/ Driving change/Challenging/ Productivity - facilitating change, striving for excellence

Fairness/Diversity/Access/Justice - social justice orientation, access to all, vulnerable groups

Physical descriptions/ Location - big, growing, multi-centred

Internal Culture - HR orientated issues, teamwork

Client Centered - the client and community as clear focus

The constructs that resonated most were:

- Fairness, Diversity, Justice
- Health and Well-being
- The community and the client
- Organisational culture

While the first three categories were homogenous and the title adequately conveys meaning, 'Organisational Culture' was more heterogeneous and perhaps captured the differences between sites and individual approaches. Most ideas in this category centered around Caring and Support, however many other flavours to ISIS culture were conveyed including: Change & Innovation, Financial Soundness, Small sites forced together, Focussed, Pragmatic, Inclusiveness. Respectful, Integrity, Adaptability, Inviting, Flexibility, Family, Motherly, ISIS staff who care about you, compassion, At your service, A helping hand, Core values, Safe place - Somewhere to turn when things aren't right, Safe environment, Friendly, Committed, Acquaintance friend, People first, Enthusiasm, Flexibility, Nurturing.

The workshops also provided a forum to discuss opinions on current ISIS marketing and some consideration of issues that were top of mind of attendees. A representation of salient issues is summarised below.

- Primary Care' is meaningless to the public or worse still, confusing.
- 'ISIS' - is not related to Community Health. It requires constant explanation and doesn't adequately represent the organisation. It looks like an acronym.
- More visuals, effective communication of brand to minimise brand confusion and put forward all our services
- Clients should feel ownership of centre and have access - sense of belonging with ISIS
- What is community - an important word that makes us feel safe and comfortable. All about people, Inclusiveness, implies people are connected but they are not, communities within the larger community, belonging, responsibility towards the group, sense of security especially for people from other countries and other minorities, a group of people who are connected by something - geography, religion, country
- A constant demand on ISIS is to cope and adapt to changing community needs and diversity
- ISIS is best represented as a Health promotion, prevention, education - not just a service and responds to the greatest area of community need.
- Important to empower clients to manage their own well-being and give them skills to help themselves. ISIS is the mother of gods. Is mothering consistent with the view that we should empower people - Yes if we view mothering as helping people to stand on their own feet and teach them to become independent. Are the people of Watergardens as important as those of Braybrook. Some have nice homes but are in huge debt and financial stress??
- Is ISIS more a welfare organisation like Salvation Army or a health promotion organisation like anti -cancer council. Need to cover both ends of the spectrum, in the middle of these two. We get funded for Health Promotion. We are there for the disadvantaged.
- Teamwork and other Internal culture items were most prominent in discussions at Sunshine
- Staff and the organisation are under pressure. The resiliency of both are tested every day. Have to work hard to achieve goals. There are barriers to overcome and challenges to be met.
- Altona Meadows had most issue with the lack of relevance of 'ISIS' to community care. It seems to be a 15/10 issue that has been unresolved for many years. A real dissociation from St Albans. Staff commonly answer phone as 'ISIS PC Community Health' or ISIS Community Health and Welfare service'
- Community Health centers should be warm. They should engage with clients and internally with each other. Noted that some ISIS sites are warmer and more engaging than others.
- Community is more important than Health. Community brings people in then Health can be addressed.
- Do we need to improve profile? Yes to engage with peer organisations not just the disadvantages. Through collaboration and partnering greater service levels and efficiency can be provided.
- The organisation seems to change direction without communication.

2.1 Senior management branding workshop

The initial part of the workshop briefed Senior Management on the project to date with the intention of exploring the scope of the current project. The Senior Management group provided support for the marketing committee to propose recommendations relating to:

- Defining Brand Essence
- Considering Name and Logo changes
- Defining brand identity & Communication strategies to promote ISIS PC brand essence and key communication messages.

The topic of change to name and logo was most central to the discussion. There have been three name change projects undertaken at ISIS PC in the last ten years. In all instances a change of name has not resulted from these projects. The main reason put forward by was that no alternative could be agreed to. Many options considered related to location based names that when researched were discovered to be unavailable. Identifying an alternative has therefore been difficult. This view was commonly held by all participants. The board would consider a name change however, such a change would not be considered a priority.

Discussion was also courted around whether the terms 'Community Health' or 'Primary Care' were more appropriate. Some thoughts suggested that both terms were not widely understood in the community. Other thoughts suggested that 'Primary Care' was a term that was likely to be prominent and supported in Federal Health Agenda. It would appear that a change of label from 'Primary Care' to 'Community Health' would best be considered after Federal and State Government policy direction is better known.

Another point of discussion raised the notion that while logo and name were important, it was the entire branding package that should be assessed rather than a logo or name in isolation. In the case of Mission Australia, it was noted that while the logo may not be appealing by itself, in the context of the imagery and brand statement the total communication package worked.

A further subject discussed was the idea of modifying the logo appearance. The thought of using lower case instead of upper case to prevent the name being confused as an acronym was raised. This has not been adopted as an official part of the branding in previous reviews, however, the board would be open to consider such changes. Changes to the logo design that had a clear supportive rationale would be considered.

In summary the scope of the current project may extend beyond identification of brand essence. The consideration of changes to organisation name and/or logo are within the scope of the current project. Ideally recommendations could provide guidance towards the development of an identity package.

The major ideas put forward by the senior management group that should be considered in this process are:

- Community Health should broadly about encouraging service users to self-manage their own health. The priority should be working with people where they are at -> pushing potential & boundaries
- ISIS will have a significant role as a health promoter/enabler
- General consensus was that the organisation name in its current form, while not necessarily being perfect, is best in the context of potential Federal Government changes promoting 'Primary Care' as a central concept.
- A theme of coordinated care, holistic multiple services & accredited complimentary therapies.
- From a marketing perspective we need communication that is simple to understand and consistent. We should look not just at the name & logo....but also images, tag lines, layouts etc etc.

2.1 Feedback from Service Users

Two audiences were surveyed in an attempt to understand how well 'ISIS Primary Care' was known firstly in a sample of the general public and secondly among service users attending ISIS Primary Care. Results broadly showed that the ISIS PC name produced had a relatively low profile in the general community. Service users generally speaking had little awareness of ISIS services beyond that in which they sought or were already engaged in. The results provide strong evidence that increasing ISIS profile in the community and extending the knowledge of ISIS services among current users will require a refreshed approach to marketing communications.

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3.0 Brand Essence brief

3.1 Contextual factors to consider

Our brand essence will capture the most important ideas upon which ISIS PC is built. There is also an opportunity to achieve more. Our brand essence can be a platform for:

- To represent the important aspirations of the organisation
- Increasing organisational cohesion by representing/highlighting commonly held ideas observed across sites
- Helping to retain a grass roots focus in a growing organisation (if this is thought important)
- Supporting the visual brand and hopefully become part of the organisational vernacular
- Assist in marketing to communicate a consistent, clear, concise message of what ISIS is about tailored to each key audience.

3.2 Crucial elements of the 'brand essence' brief

From a macro perspective the brand essence statement should be consistent with the organisational values, mission statement and objectives. The feedback recorded from peer organisations, internal staff and consumers is very consistent with the overall intent of and content of these core ISIS documents.

The feedback from peer organisations and internal staff had significant areas of overlap. Both groups recognized ISIS as a **Big organisation** that delivers a **Variety of Health Services** with a strong **Community focus**. ISIS size and unique service offerings provides for an important opportunity to **Partner and Collaborate** and to provide a **leading central role in community health outcomes**.

Peer organisations see ISIS as a large institution with . The aspirational aspect to this position is to accept a lead role in bringing peers together in partnerships that have synergistic positive outcomes on community health and wellbeing. A strong flavour of community health leadership through inspiring partnerships and collaborations would be consistent and reaffirming of the sense of brand already present.

Internal staff added further dimensions to ISIS brand. The constructs that were most strongly supported across sites were:

- **Social Justice**
- **Commitment to a improving health**
- **Community and client centered**
- **Organisational culture** - reinforced many of the ISIS values and intent of the mission statement but with particular emphasis on **Support and Caring as core**, being **Adaptable to Community and sector change and diversity**, **Commitment and Passion to fuel the resilience needed to push through challenges**.

Workshop conversations added several other salient considerations:

What does 'community' really mean? What is client centered and in what context do we interact with the client? These questions are fleshed out and reported in the Workshop discussions above. They provide important detail for the brief and provide useful words that may stimulate the visual brand e.g Clients need to be **supported and challenged**. Community brings with it a sense of **safety, warmth, comfort and inclusiveness**. This can be incorporated into the brief supporting 'Community and Client centred'

The senior management group workshop provided a clear aspiration to empower the client to self manage their health and well-being. Clients should be supported in this process recognizing that individuals have differing abilities to acheive their health and well-being goals. This concept is key and represents an important component of the brief.

An additional theme touched upon ISIS as central to **coordinating** a range of **holistic/accredited/complementary services**. This point once again taps into ISIS size, centrality and unique position to facilitate, coordinate and lead the community, in it's own right and in partnerships with other providers. The thought of the sum effect being greater than the parts and bringing resources together is pertinent to the brief.

In relation to marketing related issues it is clear that changing the organisational name is likely to be a complex and unclear exercise. The label 'Primary Care' is back on the table as an important concept at Federal government level. Locality derived organisational names are in the most part taken making alternative names difficult. It may be noted that Midas, another organisation sharing a name with a Greek god, doesn't have 'Muffler', 'Brake', or 'Car Servicing' in its logo. It is the role of marketing communications to make these associations with key audiences. From this viewpoint the organisational name is less important than the communication plan putting forward ISIS PC core messages.

There is certainly support to see some change and a clear direction and strategy to be put in place to address the internal and external confusion surrounding the organisational name. It would seem more productive to look at simple design changes and a formalized communication strategy to address these issues. These are deliverable in the short term and will provide tangible evidence of these widely held concerns being addressed.

Appendix 1

ISIS VALUES

Respect

We value the diversity and strength of our people and communities.

Responsiveness

We respond to the needs of our community, clients and colleagues in a timely and sensitive manner.

Fairness

We treat all with whom we work consistently and equitably and advocate to redress disadvantage.

Creativity

We recognise the importance of creativity and innovation and its application in our professional lives.

Connectedness

We build and foster inclusive relationships and partnerships with our communities.

Quality

We strive for excellence.

ISIS MISSION

ISIS Primary Care works in partnership with local communities in the Western Metropolitan Region of Melbourne to provide responsive, interconnected health and community services.

We work together for excellence, service enhancement and innovation.

We are dedicated to the continued improvement of the health and well being of individuals and the community, within available resources.

ISIS OBJECTIVES

- Client Focus
- Quality
- Valued Employees
- Partnerships
- Resources
- Service Delivery
 - Best practise
 - multidisciplinary teams
 - Supervisory structures
 - Professional development
 - Practice review
 - Accessibility to services;

ISIS BRAND STORY

The name ISIS comes from the ancient Egyptian goddess Isis, who had special powers of healing and care. She was a protective goddess, skilled in the treatment of children and families and often depicted as a nursing mother.

The ISIS logo is based around the Egyptian 'ankah', a symbol representing life and community.

ISIS LOGO & COLORS

