



Public Health Agency Identity-Building

Washington State PHIP
Communications and Marketing
Committee

November 7, 2001

RESEARCHWORKS, Inc.

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Public Health Agency Identity-Building for

Executive Summary

November 7, 2001

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EXECUTIVE SUMMARY

Overview

The goal of this project was to develop an identity-building platform for PHIP's Public Health Agency Identity-Building Initiative. This Identity-Building Platform is a research-based guide intended to help shape business and communications decisions to support the Public Health Partnership's desired identity. Washington PHA's Identity Platform consists of four key parts:

1. An overarching identity theme that best synthesizes all of the unique and valuable attributes of Washington's PHA across multiple and diverse audiences and best positions Washington's PHA against other organizations.
2. Sub-themes that reflect each of three perceived unique and valuable attributes of Washington's PHA. The three sub-themes are synthesized into the overarching identity theme.
3. A matrix that identifies the best tailored messages to convey the three sub-themes to each of six key audiences – general public, business community, policymakers, media, partners and the public health workforce.
4. A matrix that identifies the images, graphic design elements, emotional language and do, don't, and maybe language considerations for most effectively conveying each of the three sub-themes.

Anticipated Outcomes

Consistent and appropriate use of the Identity Platform will achieve four results, including:

1. Help Public Health Agencies better define, identify, and convey to a wide variety of audiences who they are and what they do and don't do.
2. Build a unified perception, across Washington State, of what public health agencies are and aren't to the very important and diverse audiences you serve.
3. Inform strategic planning and business development decisions so these decisions are consistent with the Identity Platform, further enhancing the desired identity.
4. Provide a tool and the research rationale for consistently communicating Public Health Agencies' identity through their programs, products, services, and materials.

Recommended Overarching Identity Theme and Sub-themes

The recommended overarching identity theme for Washington's PHAs is a synthesis of the three sub-themes that best reflects what external and internal audiences collectively see as valuable and unique about Washington's PHAs without offending any one audience group. The recommended overarching identity theme is:

- **Public Health Agencies - always working for a safer and healthier Washington**

Recommended Sub-themes

- **Essential programs for improving health**
- **Information that works**
- **Protecting you and your family every day**

Flexibility in the Identity Platform

Because the nature of the PHIP partnership is varied across agencies, departments, counties, districts, etc., as well as their programs and services, we developed a flexible introduction to the overarching identity theme.

- Public Health Agencies . . .always working for a safer and healthier Washington.
- Public Health Networks . . .always working for a safer and healthier Washington
- Public Health Partners . . .always working for a safer and healthier Washington
- Public Health Programs . . .always working for a safer and healthier Washington

A Research Based Approach

Research that informed this project was conducted in two phases. In the first phase, the Gilmore Research Group conducted four focus groups with the general public and 30 key informant interviews with the business community, public health partners, and elected officials. In phase two, ResearchWorks conducted an internal leadership workshop, a review of local media coverage, and collected data from the general public, leadership workshop attendees, business owners, elected officials, the media, and non-government health partners. The data was collected via in person surveys, focus group discussions, and telephone interviews. The results of all data collected to date were synthesized and used to develop the *Public Health Agency Identity Platform*. This platform will help guide communications as well as business decisions for the Public Health Agency Identity-Building Initiative. Findings and recommendations from the research are presented in the *Identity-Building Platform*, and the accompanying *Identity-Building Recommendations & Rationale* section.

Differentiating Public Health Agencies and Their Work

An important piece of the project was to determine how public health agencies were differentiated from other organizations with which they compete for funds, staff, volunteers, support, and ultimately the attention of the public. These included the Department of Social and Health Services, Washington's criminal justice system, Washington's hospitals and community clinics (WH&CCs), Washington's roads and transportation, and Washington's schools. Differentiation is also important for clearly distinguishing Washington's PHA from other organizations with which they are frequently confused.

Using perceptual mapping, the analysis indicates that Washington's PHA's closest competitor on all the three identity sub-themes tested is Hospitals and Community Clinics. Focusing on the "protection" theme will help Washington's PHA best differentiate themselves from WH&CCs. The remaining four organizations are strongly differentiated from Washington's PHA on each of the three identity sub-themes. For each of the sub-themes, Washington's PHA scored at least one full point (out of five) higher than the other four organizations, and consistently scored 3.7 (out of 5) on all three sub-themes.

In summary, the three sub-themes were highly associated with Washington's PHAs and all three sub-themes also strongly differentiate Washington's PHAs from four of the five organizations we tested. The sub-theme "Protecting you and your family everyday" is the best way to differentiate Washington's PHAs from WH&CCS.

Using the Identity Platform

While the overarching identity theme is very useful for writing and graphic design aimed at multiple audiences, public health agencies often have the opportunity to tailor materials for a specific target audience (e.g., testimony to legislators, partnership outreach materials, press releases). For examples of how each sub-theme can be best tailored for each audience segment, please refer to the "*Messages by Target Audience At-A-Glance*" (page 16).

- When the materials are being prepared for the entire state, it will be effective to highlight the Washington connection as in this phrase "Today the Washington State Department of Health announced the launch of the state's tobacco prevention and control program, just one of the many ways that DOH is always working for a safer and healthier Washington".
- *Healthier and Safer* is what makes the *Public Health Agency Identity* hit home. Almost every perspective exhibited some interest in the ultimate outcome of being healthier and safer. Also using both words broadens the topics that people will expect public health agencies to deal with, providing a dual benefit to the public you serve. It should be a dominant element in all communications.

Conveying the Personality Identity of Washington's PHAs

Conveying the identity of an organization requires more than simply using the phrases in the Identity Messages by Target Audience At-A-Glance tool. Many times private sector firms use a celebrity spokesperson to convey a certain "look and feel" or personality to reinforce their identity platform. Ideas to shape the "look and feel" personality of Washington's PHAs' graphic and editorial materials include:

- Essential, important, critical, big in scope/scale of work
- Washington, network, resources, healthy people, safer communities
- Trust, dependable, solid, consistent, cutting edge, reputable
- Experts, scientists, detectives, data, standards, best practices
- Warm, connected, personal, safe, secure, local, powerful
- Hardworking, sleeves rolled up, local, behind the scenes, dedicated, around the clock

For details on the appropriate "look and feel" and "do and don't" words, please refer to the "*Identity Personality At-A-Glance*" (page 17).

Gaining Buy-in Across Washington's PHAs

The most immediate and important need to fill is education and awareness among the internal audiences who will be using the Identity Platform. It is critical to build internal awareness of the project at a deep enough level that users of the information can easily access and implement the identity recommendations. We recommend PHIP do the following:

1. Develop a Powerpoint presentation.
2. Create a speaker's bureau to use the Powerpoint presentation.
3. Set a schedule of events at which the speakers' bureau can present.
4. Create a set of guidelines for using the Identity Platform.
5. Have a launch of the Washington's PHA identity.
6. Develop incentives for partners who develop new materials/programs based on the Identity Platform.

Building and Reinforcing Washington's PHA's Identity

It is critical that some deliverable products be developed as soon as possible after the Public Health Partnership approves a final Identity Platform. Although an Identity Platform has more utility than just communication development, messages and materials are often the first and most visible ways to reinforce and build the strategic identity of Washington's PHA. We strongly encourage Washington's PHA to also target non-communication activities for an assessment to determine how well the program, service, or product fits the intended Washington PHA identity and then to redesign them to better fit the intended Washington PHA identity, if necessary. We also encourage you to build the overarching identity theme and sub-themes into processes, like budgeting criteria or personnel hiring policies.

Some additional concrete recommendations for putting the Identity Platform to work in communication-specific activities are:

- *Establish a Washington PHA Identity Building Resource Center.*
- *Strategically select a "graphic look family" for Washington PHA communications.*
- *Identify specific high priority materials for redesign within the first 6 months of adoption.*
- *Be patient but persistent.*
- *Celebrate all victories – small and large.*

Relevance of the Identity Research to the Public Health Community

Some of what we learned conducting this identity-building research and development project may also be relevant to public health agencies in locations outside of Washington. Because a national public health coalition has been formed specifically to address "public health's" identity and brand, we would strongly encourage Washington to share this research and development with that coalition.

Using this Report

This report has two detailed sections. Part 1 is the *Identity -Building Platform*. It is a strategic synthesis of all research conducted, expressed in a user-friendly, "how-to" framework. Part 2 is the *Recommendations and Rationale*. It provides the rationale behind many of the choices expressed in the *Identity-Building Platform*, as well as recommendations for implementing the Identity Platform across and within public health agencies.

We have provided our recommended overarching theme and sub-themes, but we are also providing alternative overarching themes and sub-themes to provide some flexibility to the PHIP

Marketing and Communications Committee as they consider final recommendations to the overall PHIP partnership.

About Part 1 – The Identity-Building Platform

The *Identity-Building Platform* part of this report consists of two main components:

1. *The Identity for Washington's Public Health Agencies*
 - Recommended overarching identity theme
 - Rationale for recommendation
 - Alternative overarching theme
 - Recommended identity sub-themes
 - Rationale for recommendations
 - Differentiating Public Health Agencies and their work from others
 - General guidelines for putting the Identity Platform to work
2. *Communicating the Public Health Agency Identity*
 - Tailoring Sub-themes by Specific Audience Group
 - The “LOOK AND FEEL” of the identity
 - DO, DON'T, and MAYBE words
 - Rationale for recommendations

It is important to note that the *overarching identity theme* and the *identity sub-themes*, or concepts, are not creative “taglines”. They are concepts or the key ideas about a specific theme. This is important because the *overarching identity theme* is not the ideal length or creatively appropriate for a tagline. It is appropriate to use the *overarching identity theme* in materials, as perhaps a lead or key sentence.

Likewise, the identity sub-themes are not taglines. They are designed to convey a concept or key idea of particular importance. The best way to use the sub-themes is as a guide to developing tailored messages for a target audience. Our recommendations for how best to tailor each sub-theme for each target audience is provided in the “Tailoring Messages – At-A-Glance” section.

In addition, we have recommended a priority sub-theme(s) for each target audience group. This is not to imply that a target audience doesn't care about some of identity sub-themes, but rather to show which identity sub-theme will likely resonate best with a single target audience. This will enable all communication and business decisions to be addressed from an audience perspective, without ignoring other important parts of the overall identity of public health agencies.

About Part 2 – Recommendations for Implementation

Key components of the *Identity-Building Recommendations for Implementation* are:

1. *Relevance of Identity Research to the Public Health Partnership*
2. *Gaining Buy-in Across Washington's PHAs*
3. *Building and Reinforcing Washington's PHA's identity*

Public Health Agency Identity-Building

Part 1

Identity-Building Platform

November 7, 2001
RESEARCHWORKS, Inc.

PUBLIC HEALTH AGENCY IDENTITY-BUILDING

Identity-Building Platform

November 7, 2001

Understanding Current and Desired Perceptions of Washington's Public Health Agencies

ResearchWorks conducted identity-specific research to help leverage the Gilmore research and to better understand the current most valuable and unique attributes of Washington's public health agencies (PHAs). We also conducted research with internal stakeholders to uncover the desired perceptions of Washington's PHAs. These two perceptions were compared to determine any gaps between what audiences perceive about Washington's PHAs and how those agency leaders wish to be perceived when they are performing well. This research was then used to inform the development of the *Identity Platform and the Recommendations*.

We provide a rationale section so that sharing this research, the platform and the recommendations will be easier for internal stakeholders. This research was conducted using the two primary methods of research described below.

Q-SORT ANALYSIS

In order to better understand what various audience groups value about Washington's PHAs, we conducted Q-sort analysis. This allowed us to uncover varying Points of View about Washington's public health programs, services, products, and materials. It also allowed us to examine how people - regardless of their occupation, demographics, or affiliations with public health - group together around specific Points of View. Some people may share a similar value about Washington's PHA's work, even if they do not share many other demographic characteristics. This analysis was most helpful in discovering the different ways people think about Washington's PHAs, or what we call *Identity Themes*.

Q-sort analysis is a combination of quantitative and qualitative techniques. It relies on testing a large number of messages (the actual sample of the research) about Washington's PHAs with a small cross-section of target audiences. In this case we tested 30 varying statements (or points of view) about the work of Washington's PHAs that is considered valuable, based on previous research from focus groups, the Gilmore research and the leadership workshop. The statements were tested with a cross-section of 41 people. Details of the respondents' demographics and the three Points of View uncovered are provided in Appendix A.

PERCEPTUAL MAPPING

Perceptual Mapping is a marketing research technique that provides information about how well Washington's PHAs score on specific *theme* statements, in comparison to other similar organizations with which Washington's PHAs might be confused or be in a competitive position for attention and resources. This information provides not only a measurement of how well Washington's PHAs are performing on specific themes, but also how well "competitors" are perceived to be performing on the same themes. This can help discover messages that might confuse audiences, such as which agency is doing what. It can also help discover messages that help differentiate Washington's PHAs best from others.

Differentiation from others is a key principle of identity and branding work. In this case, we tested four statements (see page 13, #3, 6, 14, and 22) with 37 people, using six organizational groupings. Those groups were Washington's PHAs, the Department of Social and Health Services, Washington's criminal justice system, Washington's hospitals and community clinics, Washington's roads and transportation, and Washington's schools.

The Identity Platform Overview

An Identity Platform is a strategic plan for helping others quickly grasp how to use the extensive identity research that has been conducted. It also guides how to graphically and editorially convey the most ***unique and valuable*** attributes of Washington's public health agencies, both when talking to multiple audiences (the overarching theme) and when tailoring messages for specific audience groups (sub-themes).

We provide two ways of understanding the Identity Platform: a matrix and a narrative section.

- The matrix is a useful tool for sharing with many others in training classes or research documentation.
- The narrative provides a little more depth for those who wish to delve that far.

The Identity Matrix begins with the recommended overarching identity theme and the sub-themes that were identified from the research. The overarching theme and the sub-themes establish a strong, research-based identity for Washington's PHAs, as well as a distinctive position in the competitive and often confusing world of government, healthcare, and public health marketplace. The most **valued and unique** attributes of Public Health Agencies are presented below as identity themes or concepts.

The most powerful and effective identity platforms are graphically and editorially integrated into all communications to consistently, precisely, and concisely convey the most **valuable and unique** attributes of the organization. Washington's PHAs should strive for graphic and editorial consistency across and within their various entities.

Public health agencies often have opportunities to address specific target audience groups, and tailor the sub-themes to these target audiences will be very powerful. We provide a specific tool for public health agencies to determine how to design messages for a target audience group, based on the research. We start with the Identity Matrix and add columns and cells for tailoring the sub-themes to specific audience groups called the “Messages by Target Audiences At-A-Glance” tool.

Tactical ways to graphically and editorially convey these concepts are described in the tool *Identity Personality At-A-Glance*. This *At-A-Glance* tool can also be used to help ensure new or modified programs, services, or products are designed to be consistent with the most **valued and unique** attributes of Public Health Agencies.

Recommended Overarching Identity Theme
... Always Working for a Safer and Healthier Washington

Overarching Identity Theme Overview

The overarching theme is identified from the Q-sort consensus statements analysis, as well as qualitative feedback, internal leadership workshop feedback, and member feedback from the PHIP Marketing and Communications Committee. The Q-sort in this analysis showed that three perspectives emerged in relation to what is valued about Washington's PHAs work (see Appendix A for details of the analysis).

- A. Essential programs for improving health
- B. Information that works
- C. Protecting you and your family every day

The recommended overarching identity theme is a synthesis of the three sub-themes that best reflects what external and internal audiences collectively see as valuable, without offending any one-audience group.

Overarching Identity Theme: Three common ideas for recommended and alternate overarching identity themes

- Using the word “working” conveys action, effort and success
- Using the phrase, “safer and healthier” conveys the dual bottom line benefits of public health work
- Using the word “public” in any noun that precedes the rest of the overall identity theme helps differentiate public health from private healthcare, hospitals and community clinics. It also conveys PH's service to the whole population

Overarching Identity Theme: Flexibility in the subject of the theme

Because the nature of the PHIP partnership is varied across agencies, departments, counties, districts, etc., as well as their programs and services, we developed a flexible introduction to the overarching identity theme indicated by the three dots preceding the word always. The choice of noun depends on the subject of the materials. For example, the following would be appropriate to use at the beginning of the overarching identity theme, when it is used in materials.

- Washington State's Public Health Agencies . . .
- Public health information and programs . . .
- Spokane Regional Health District . . .

**Overarching Identity Theme: Rationale for our recommendation
“Always Working for a Safer and Healthier Washington”**

- Has the broadest applicability across a wide variety of programs, services, and products
- Emphasizes the dual bottom line benefit that Perspective A valued (safer and healthier)
- Emphasizes the safety and security that Perspective C values (always working)
- Emphasizes the essential nature of public health work (always working)
- When used with the noun “health information” will appeal strongly to Perspective B’s values

Alternate Identity Theme One

“Working together for a safer and healthier Washington”

- Emphasizes the “network” concept (together) in lieu of the safety and security concepts (always)

Alternate Identity Theme Two

“Working for You and a Safer and Healthier Washington”

- Emphasizes the personal/local benefit (you) of Public Health

Identity Sub-themes Overview

The identity sub-themes were derived from the Q-sort analysis, qualitative feedback, and input from the leadership workshop as well as the members of Washington’s PHIP Marketing and Communications Committee. The sub-themes reflect each of the three perspectives (A, B, and C) that emerged from the data, noted above under *Overarching Identity Theme Overview*. It is important to note that each perspective consists of what the people in that specific perspective strongly liked, were neutral about, and strongly disliked.

We provide these themes or concepts in two versions, one is a short phrase and the other is a “key idea”. Both versions are appropriate to use, but each has different utility for writing, graphic design, or executive discussions. The platform table below shows how the three sub-themes and the overarching theme are related.

Identity Themes Matrix		
Recommended Overarching Identity Theme <i>... Always Working for a Safer and Healthier Washington</i>		
Sub-theme or Concept A <i>Essential programs for improving health</i>	Sub-theme or Concept B <i>Information that works</i>	Sub-theme or Concept C <i>Protecting you and your family everyday</i>
Key Idea <i>Improving health</i>	Key Idea <i>Credible information</i>	Key Idea <i>Safety/Security</i>

Sub-themes: Rationale for our recommendations

Sub-theme A: "Essential programs for improving health"

Strong Positive Ratings

- Bottom-line focused on health as an important outcome (results-oriented)
- It is essential for the public to be healthy (in a collective sense)
- Public Health programs are essential in achieving "public health"

Neutral Ratings

- Using the phrase "public health programs" is ok
- Using the words, "partners" and "community" are ok

Strong Negative Ratings

- Not effective to use abstract phrases, they want concrete ways you help achieve their valued goal, and they want more than just information
- Do not want public health programs, professionals, or agencies to be invisible

Sub-theme B: "Information that works"

Strong Positive Ratings

- They value information for making good decisions
- The information must be trustworthy and should be USED for decisions, action, programs
- They seem to want to be in control and armed with information that works, does something
- Organization labels seem to work the best when describing who is responsible for the information

Neutral Ratings

- Using phrases with "programs and professionals" seemed ok

Strong Negative Ratings

- Do not like paternalistic, or "doing it for you" kinds of messages
- Protection or "on the front lines" don't work well

Sub-theme C: "Protecting you and your family everyday"

Strong Positive

- Feel good language appeals to them. They like imaginative and "big picture," phrasing
- They want to feel safe and secure, even if they don't see you
- "Public health programs" are a positive way to talk about Washington PHAs' work
- They seem very interested in personal relationships (you and professionals), not organizations

Neutral

- Using organizational labels, like "State and Local Health Departments" or "Agencies" is ok, but not strong
- Using "information" may be ok, if used with imaginative phrasing (page 13, #23)

Strong Negative

- The issue isn't necessarily the problem (page 13, #18 and #19), it's that these phrases seem cold, impersonal, or very specific and concrete

MESSAGE STATEMENTS TESTED

1. Public health programs -- essential for everyone's health and safety
2. Putting research into action for a safer and healthier Washington
3. On the front lines -- everyday -- for a safer, healthier Washington
4. Public health programs -- Working in ways you've never imagined
5. Information, programs, and partners to help you make healthy choices
6. Protecting Everyone's Health & Safety
7. Protecting all citizens, including the most vulnerable
8. Protecting and improving the health of all people in Washington State
9. Public health programs -- essential investments in the public's health
10. Public health people -- On the front lines for your health and safety
11. State & local health departments -- detecting problems and finding solutions that work
12. Washington's network of local health departments -- working around the clock for your health & safety
13. Public health programs -- Protecting you and your family everydayin hundreds of "quiet" ways
14. Trusted Health Information for Good Decisions
15. Public health agencies -- data driven & prevention focused
16. Public health professionals benefit you everyday, even if you never notice
17. Public health programs -- for information you can count on
18. Health Departments -- Washington's trusted source for health information
19. Good information is the best prevention
20. Health information you can count on, from the experts who know your community
21. Putting information to work for a safer and healthier Washington
22. Health Programs & Partners on the Front Line
23. Healthy communities, healthy families, healthy you
24. In the community, with the community, for the community
25. Your health partner in the community
26. Making your community a healthy place to live, work, and play
27. Improving health in local communities through effective statewide partnerships
28. We're there when you need us -- whether you know it or not
29. Public health professionals -- working behind the scenes for community health
30. Public health programs -- essential for communities to meet their health needs

Differentiating Public Health Agencies and Their Work

Perceptual mapping is the key technique we used to determine how well the sub-themes differentiated public health agencies from other organizations with which they compete for funds, staff, volunteers, support, and ultimately the attention of the public.

Differentiation is also important for clearly distinguishing Washington's PHAs from other organizations with which they are frequently confused.

The following identity statements were tested with 37 people, using 6 organizational groupings:

#3. On the front lines – everyday- for a safer, healthier Washington

#6. Protecting Everyone's Health and Safety

#14. Trusted Health Information for Good Decisions

#22. Health Programs & Partners on the Front Line

Those groups were Washington's Public Health Agencies, the Department of Social and Health Services, Washington's criminal justice system, Washington's hospitals and community clinics, Washington's roads and transportation, and Washington's schools.

Due to time and funding constraints, the statements used to conduct the perceptual mapping data were selected before Q sort testing was complete, and unfortunately were not the highest scoring statements in the Q-sort. However, when this occurs, we do have a procedure for minimizing the problem. We review the tested statements' characteristics or components and then match them to statements that did test well in the Q-sort. We also cross-check to see what characteristics of the tested statements may have been the driving factor in the low scoring and determine if that introduces any particularly strong problem with accepting the perceptual mapping data.

For example, one statement that scored poorly on Q-sort testing but was used for the perceptual mapping was "*Health programs and partners on the front lines.*" We compared it to other statements with some similar characteristics (e.g., "**On the front lines** – everyday- for a safer healthier Washington" or "Information, **programs, and partners** to help you make healthy choices"). This analysis gives us a strong impression that the phrase "on the front lines" was the component of this statement that caused it to score poorly, as almost every statement with the "front lines" phrase scored poorly. The analysis also tells us that the "programs and partners" part of the phrase is probably ok and confers some value.

We analyzed each statement used in the perceptual mapping activity using these techniques. Our analysis indicates that statement #3 is closest to sub-theme A, # 6 is closest to sub-theme C, #14 is closest to sub-theme B, and #22 is closest to sub-theme C. Since we managed to find close matches for each sub-theme, we feel confident that the perceptual mapping data are useful at this time. However, if the Committee wants more

precision, we would recommend additional perceptual map testing with the sub-themes or concepts, which are finally approved.

Total Identity

It is very important to note that the idea of differentiation is not based on how Washington's PHAs rate on an individual sub-theme, but rather how they score across all three sub-themes in comparison to others. The analysis of the perceptual maps indicates that Washington's PHA's closest competitor on all three identity sub-themes is Hospitals and Community Clinics. Focusing on the "protection" theme will help Washington's PHA best differentiate themselves from WH&CCs. The remaining four organizations are strongly differentiated from Washington's PHAs on each of the three identity sub-themes. For each of the sub-themes, Washington's PHAs scored at least one full point (out of five) higher than the other four organizations, and consistently scored 3.7 (out of 5) on all three sub-themes.

Identity Themes Summary

A strong and effective set of identity themes are based on positive ratings for attributes that are viewed as *both* valuable and unique. The intersection between valuable and unique is the real key to success in creating or uncovering a strong identity. In the research conducted for the WPHA's PHIP initiative the data suggest that **WPHA's do have a unique and valuable identity, when portrayed using the overarching and the three identity sub-themes presented herein.**

Using the Identity Platform To Guide Communications

Tailoring Sub-themes for Target Audience Groups

While the overarching identity theme is very useful for writing and graphic design aimed at multiple audiences, public health agencies often have the opportunity to tailor materials for a specific target audience (e.g., testimony to legislators, partnership outreach materials, press releases).

We usually recommend that enough people from each target audience complete the Q-sort data so we can analyze the data by target audience type. In some cases this is not fiscally feasible. When we do not have a large enough sample of people by target audience type, we review the themes identified by Q-sort analysis, add input from our experience across a wide range of audience types (media, business, policymakers, etc.), and input from other research (e.g., the Gilmore research). This input provides us enough information to tailor the sub-themes for specific target audience groups. The following *Messages by Target Audience At-A-Glance* is a summary of the specific statements that we recommend for use in tailoring messages.

Identity Messages by Target Audience At-A-Glance			
TARGET AUDIENCES	IDENTITY SUB-THEMES AND MESSAGES BY TARGET AUDIENCE (Shaded cells are priority messages for that specific audience)		
	Essential programs for improving health (Improving Health)	Information that works (Information)	Protecting you and your family everyday (Safety/Security)
General Public (Key Idea –you are safer and healthier)	Making your community a healthy place to live, work and play	Trusted information for healthy communities and healthy choices	Public health programs, working to protect you and your family every day
Business community (Key Idea – investments that work and local community)	Public health agencies –an investment that works for better health solutions	Public health agencies – objective information for making healthy choices at home, work and play	Public health programs – investments that protect your community’s health and safety everyday
Policymakers – Elected Officials (Key idea: essential for their local constituencies)	State and local public health departments – an essential network for a safer and healthier Washington	State and local public health departments – science-based information for essential health decisions	Public health programs – essential investments for helping communities meet their health needs
Media (Key Idea – reliable resources)	State and local public health departments – science-based programs from experts who know your community	State and local public health departments – reliable resources for essential health information	A statewide network of health professionals working everyday for safer and healthier communities
Partners (Key Idea – essential resources and networks)	A network of programs and people essential for improving health	Reliable information for better health programs	Public health professionals working together everyday for community health
PH workforce (Key Idea – essential and effective people and programs)	Making Washington a healthier place to live, work and play	A reliable source for statewide health and safety information	Public health programs and professionals – protecting you and your family every day

Consistently Conveying the “Look and Feel” of the Identity

Conveying the identity of an organization requires more than simply using the phrases in the “*Messages by Target Audience At-A-Glance*” tool. Many times private sector firms use a celebrity spokesperson to convey a certain “look and feel” or personality to reinforce their identity platform.

For public health agencies it might be helpful to think of yourselves today as a sort of Clark Kent/Superman --- behind the scenes but vitally important, reporting data, very intelligent, action-oriented, there when you need us, caring for humanity, fighting the good fight, etc. This is not to suggest that public health agencies should use Superman as a spokesperson or icon, but rather to convey a Clark Kent/Superman personality in your work.

The identity themes should be integrated into all language, artwork, visual images, symbols, etc., as well as content, in order to evoke the desired associations with public health agencies that we know from the research are **unique and valuable**. Ideas to shape the “look and feel” of the public health agencies’ graphic and editorial identity include:

- Essential, important, critical, big in scope/scale of work
- Washington, network, resources, healthy people, safer communities
- Trust, dependable, solid, consistent, cutting edge, reputable
- Experts, scientists, detectives, data, standards, best practices
- Warm, connected, personal, safe, secure, local, powerful
- Hardworking, sleeves rolled up, local, behind the scenes, dedicated, around the clock

Identity Personality At-A-Glance			
	Identity Concept A Improving Health	Identity Concept B Credible Information	Identity Concept C Safety/Security
Feel	Essential, important, critical, big in scope/scale of work	Trust, dependable, solid, consistent, cutting edge Reputable	Warm, connected, personal, safe, secure, local, powerful
Images	Washington, network, resources, healthy people, safer communities	Experts, scientists, detectives, standards, best practices	Hardworking, sleeves rolled up, local, behind the scenes, dedicated, “around the clock”
Do Words	Essential, responsible, results, critical, working together, outcomes, healthier, safer, effective, successful	Information, cutting edge, research-based, objective, reliable, good decisions or choices, agency or department, monitoring, intelligence, “information for me to make choices”, solutions, detection	Always there, always here, you, professionals, programs, safe, secure, always working, working together
Don’t Words	Invisible, behind the scenes, on the front line, abstract phrases or words	On the front line, phrases that imply “an agency protecting you without personal decision-making”	Data, on the front line, data-driven, scientific, impersonal bureaucratic phrases or words

DO & DON'T Words

The “DO” and “DON'T” word ideas are equally important.

- The “DO” words are powerful communicators of Public Health Agencies’ identity themes and should be used to aid the development and assessment of all communications.
- The “DON'T” words are not inherently bad. Rather, they are simply word ideas that do not reflect Public Health Agencies’ desired identity, and, therefore, should be avoided.
- “MAYBE” words are words that did not test particularly positively or negatively across audience groups. These words can be used, but should be avoided in lead sentences, image captions, taglines, title covers, or anywhere the “MAYBE” word could be highlighted or attention drawn to it.
- All of these words together establish a user-friendly framework for developing powerful communications that best convey and reflect Washington’s Public Health Agencies’ desired identity and their **unique and valuable** attributes.

DO words

For Sub-theme A – Improving Health

- | | | |
|--------------------|--------------|-------------|
| • Essential | • Outcomes | • Community |
| • Responsible | • Healthier | • Partners |
| • Results | • Safer | • Programs |
| • Critical | • Effective | |
| • Working together | • Successful | |

For Sub-theme B – Credible Information

- | | | |
|------------------|-----------------------------|--|
| • Information | • Good decisions or choices | • “Information for me to make choices” |
| • Cutting edge | • Agency or department | • Solutions |
| • Research-based | • Monitoring | • Detection |
| • Objective | • Intelligence | |
| • Reliable | | |

For Sub-theme C – Safety and Security

- | | | |
|----------------|-----------------|--------------------|
| • Always there | • Professionals | • Secure |
| • Always here | • Programs | • Always working |
| • You, Your | • Safe | • Working together |

DON'T words (avoid unless absolutely necessary)

For Sub-theme A – Improving Health

- Invisible
- Behind the scenes
- On the front line(s)
- Abstract phrases or words

For Sub-theme B – Credible Information

- On the front line(s)
- Phrases that imply “an agency protecting you without personal decision-making”

For Sub-theme C – Safety and Security

- Data
- On the front line(s)
- Data-driven
- Scientific
- Impersonal bureaucratic phrases or words

SOMETIMES words (use judiciously, do not highlight)

For Sub-theme B – Credible Information

- Programs
- Professionals

For Sub-theme C – Safety and Security

- Organizational labels, such as state and local health departments or agencies
- Information if used with imaginative phrasing

Washington State’s Public Health Agencies’ Complete Identity Platform

- Identity Matrix Tool
- Messages by Audience - At-A-Glance Tool
- Identity Personality - At-A-Glance Tool

Identity Matrix		
Recommended Overarching Identity Theme <i>... Always Working for a Safer and Healthier Washington</i>		
Sub-theme or Concept A <i>Essential programs for improving health</i>	Sub-theme or Concept B <i>Information that works</i>	Sub-theme or Concept C <i>Protecting you and your family everyday</i>
Key Idea <i>Improving health</i>	Key Idea <i>Credible information</i>	Key Idea <i>Safety/Security</i>

Identity Messages by Target Audience At-A-Glance			
TARGET AUDIENCES	IDENTITY SUB-THEMES AND MESSAGES BY TARGET AUDIENCE <small>(Shaded cells are priority messages for that specific audience)</small>		
	Essential programs for improving health (Improving Health)	Information that works (Information)	Protecting you and your family everyday (Safety/Security)
General Public <small>(Key Idea –you are safer and healthier)</small>	Making your community a healthy place to live, work and play	Trusted information for healthy communities and healthy choices	Public health programs, working to protect you and your family every day
Business community <small>(Key Idea – investments that work and local community)</small>	Public health agencies – investments that work together for better health solutions	Public health agencies – objective information for making healthy choices at home, work and play	Public health programs – investments that protect your community’s health and safety everyday
Policymakers – Elected Officials <small>(Key idea: essential for their local constituencies)</small>	State and local public health departments – an essential network for a safer and healthier Washington	State and local public health departments – science-based information for essential health decisions	Public health programs – essential investments for helping communities meet their health needs
Media <small>(Key Idea – reliable resources)</small>	State and local public health departments – science-based programs from experts who know your community	State and local public health departments – reliable resources for essential health information	A statewide network of health professionals working everyday for safer and healthier communities
Partners <small>(Key Idea – essential resources and networks)</small>	A network of programs and people essential for improving health	Reliable information for better health programs	Public health professionals working together everyday for community health
PH workforce <small>(Key Idea – essential and effective people and programs)</small>	Making Washington a healthier place to live, work and play	A reliable source for statewide health and safety information	Public health programs and professionals – protecting you and your family every day

Identity Personality At-A-Glance			
	Identity Concept A Improving Health	Identity Concept B Credible Information	Identity Concept C Safety/Security
Feel	Essential, important, critical, big in scope/scale of work	Trust, dependable, solid, consistent, cutting edge Reputable	Warm, connected, personal, safe, secure, local, powerful
Images	Washington, network, resources, healthy people, safer communities	Experts, scientists, detectives, standards, best practices	Hardworking, sleeves rolled up, local, behind the scenes, dedicated, “around the clock”
Do Words	Essential, responsible, results, critical, working together, outcomes, healthier, safer, effective, successful	Information, cutting edge, research-based, objective, reliable, good decisions or choices, agency or department, monitoring, intelligence, “information for me to make choices”, solutions, detection	Always there, always here, you, professionals, programs, safe, secure, always working, working together
Don’t Words	Invisible, behind the scenes, on the front line, abstract phrases or words	On the front line, community, phrases that imply “an agency protecting you without personal decision-making”	Data, on the front line, data-driven, scientific, impersonal bureaucratic phrases or words

Guidelines For Putting The Identity Platform Components To Work – Together

- There is flexibility in how various public health organizations can use the overarching identity theme. Almost all of subject nouns (agency, department, district, programs, professionals, and information) were preferred by at least one of the perspectives in the Q-sort analysis. Thus we would recommend using a subject that is appropriate for the communication being developed. For example, when the material being developed is a report of a communicable disease control program in a specific county, it will be best to use the overarching theme in the following way “The communicable disease control program is one of the many ways that the Southwest Washington Health District is always working for a safer and healthier Washington.”
- When the materials are being prepared for the entire state, it will be effective to highlight the Washington connection as in this phrase “Today the Washington State Department of Health announced the launch of the state’s tobacco prevention and control program, just one of the many ways that DOH is always working for a safer and healthier Washington”.
- *Healthier and Safer* is what makes the *Public Health Agency Identity* hit home. Almost every perspective exhibited some interest in the ultimate outcome of being healthier and safer. Also using both words broadens the topics that people will expect public health agencies to deal with, providing a dual benefit to the public you serve. It should be a dominant element in all communications.
- Everything “expresses” identity - from colors to fonts to paper stock to how phones are answered. For example, a family of professional printer (PMS) colors that reflects the three sub-themes – improving health (Sub-theme A), credible information (Sub-theme B), and safety/security (Sub-theme C), would do much to establish and consistently reinforce the desired identity.

Public Health Agency Identity- Building

Part 2

Recommendations for Implementation

**November 7, 2001
RESEARCHWORKS, Inc.**

Recommendations for Implementation

Relevance of the Identity Research to the Public Health Community

Some of what we learned conducting this identity-building research and development project may also be relevant to public health agencies in locations outside of Washington. Because a national public health coalition has been formed specifically to address “public health’s” identity and brand, we would strongly encourage Washington to share this research and development with that coalition. If they are not too far along in their research and if it seems to translate well for public health at the national, state, and local levels, as well as government and non-government sectors, then the use of this existing identity research could enable the coalition to put more dollars towards promotional activities for public health as a whole. In the long run all public health agencies, including Washington state, would likely benefit from an enhanced promotion and outreach effort.

Gaining Buy-in Across Washington’s PHAs

The most immediate and important need to fill is education and awareness among the internal audiences who will be using the Identity Platform. It is critical to build internal awareness of the project at a deep enough level that users of the information can easily access and implement the identity recommendations. This is especially true of the communication recommendations. There are some general activities that we recommend for PHIP to consider adopting that will assure widespread and fast adoption by all WPHA users.

1. Develop a Powerpoint presentation

- a. Highlights the key reasons for the research
- b. Articulates the problem that is being addressed
- c. Shows how WPHAs will be able to use the research across and within their organizations
- d. Identifies expected outcomes
- e. Always talks about the outcomes in terms of public service and meeting your public health mission, anything less is sure to draw negative attention
- f. Provides examples of how the Identity Platform will change existing materials (before and after)
- g. Develop the talk into 5, 10, 15 and 30 minute sessions
- h. Provide extensive speaker’s notes
- i. Post the presentation on as many partner websites as possible
- j. Highlight the presentation on partner websites, if here is “new” or “hot topics” button.

2. Create a speaker’s bureau to use the Powerpoint presentation

- a. Train speakers in the details necessary for them to be comfortable
- b. Allow some flexibility in the talk so that it can be tailored to specific audiences

3. Set a schedule of events at which the speakers’ bureau can present

- a. Schedule time at existing state and local public health and professional meetings
- b. Use the flexible timing format noted under 1.g to fit into almost any calendar for any meeting
- c. Schedule follow-up with meetings and audiences that request it
- d. Present at national and regional conferences when appropriate

4. Create a set of guidelines for using the Identity Platform

- a. Design it for the web
- b. Make it as interactive as possible, to prevent users from having to scroll through pages of a manual designed for off-line use
- c. If specific agencies also develop logos, taglines, editorial or graphic tools, collect them and also publish them to the website

5. Have a launch of the WPHA identity

- a. If possible, within an existing internal public health event, have some special recognition or talk about the Identity Platform
- b. This is an ideal event for any honor award programs that Washington state might have each year

6. Develop incentives for partners who develop the new materials or programs based on the Identity Platform

- a. Have several categories for awards (first, largest, smallest, fastest, best quality, etc.)
- b. Create a "Matching Grants" program and provide dollars for redesigning materials based on the Identity Platform. Partners provide 50% of the funds and PHIP provides 50% (or some reasonable mix of funds)

Building and Reinforcing Washington's PHA's Identity

It is critical that some deliverable products be developed as soon as possible after the Public Health Partnership approves a final Identity Platform. Although an Identity Platform has more utility than just communication development, messages and materials are often the first and most visible ways to reinforce and build the strategic identity of Washington's PHAs. We strongly encourage Washington's PHAs to also target non-communication activities for an assessment to determine how well the program, service, or product fits the intended Washington PHA identity and then to redesign them to better fit the intended Washington PHA identity, if necessary. We also encourage you to build the Overarching Identity Theme and Sub-themes into processes, like budgeting criteria or personnel hiring policies. This will indicate that Washington's PHAs are seriously adopting and integrating a strategic, intended identity throughout all organizational activities.

Some additional concrete recommendations for putting the Identity Platform to work in communication-specific activities follow.

Establish a Washington PHA Identity Building Resource Center

Use the identity themes, the audience-specific messages, and the DO and DON'T words as the beginnings of a Washington PHA Identity-Building Resource Center. Begin by reviewing existing Washington PHA promotional materials. Apply the "litmus test" of comparing the content and feel of each piece to the strategic, intended Washington PHA Identity Platform. Establish a small working group to assess the following: How well do the materials communicate Washington's PHA identity? The desired "feel" of the identity themes? The DO words? The DON'T words? Keep what seems very effective and minimize or remove what seems particularly ineffective.

Add appropriate words and messages, including quotes from partners, notes from legislators, program users, and even employees. These statements should be emotionally evocative, not mere descriptions of Washington's PHA identity attributes. Also, develop a collection of graphic images that reflect the identity of Washington's PHAs. Create the images in electronic form, post to websites, and assure talent or royalty fees have been legally cleared. Begin by gathering images from existing materials, from competing programs, and from other health and social service organizations. The graphic images should be more reflective of the valuable and unique attributes that Washington's PHAs possess (i.e., safer and healthier people and communities, wise choices) than features or processes (i.e., descriptions, buildings, labs).

Ultimately, this resource center will be most powerful if it establishes an interactive web-based editorial and graphic "standards" manual – based on the information in this document – to ensure consistency in communications and best build Washington PHA's identity.

Strategically select a “graphic look family” for Washington PHA communications

Seemingly innocuous things like paper, color, and typography can be powerful identity enhancers. To be the most powerful, Washington PHAs should select a unique “family” of paper stock, fonts, and colors, such that recipients will immediately know a given mailing is from a Washington PHA and will have a certain positive feeling about it. This may be difficult given the range of partners involved in the Public Health Partnership. Another possibility is to develop a broader range of colors (a entire palette), rather than just one or two colors (as most identity planners suggest). The broader range of colors will allow for some flexibility across agencies while maintaining some consistency. But we strongly recommend developing a smaller color palette within each Washington public health organization to ensure more consistency within each organization.

Identify specific high priority materials for redesign within the first 6 months of adoption

Create a taskforce to identify key materials for each target audience, prioritize them, and find supporters for redesigning the materials. Target materials that are high priority due to the target audience they reach or the current need to replenish stock or redesign for other reasons. It will be critical for newly designed materials to be highly visible, so select materials that will get strong distribution (website for example) or are used with highly influential audiences. Limit immediate investments in small redesign projects where the program leader is supportive but has no program visibility or audience priority. Create a work plan for these materials, a progress reporting mechanism, an opportunity for the designers to be rewarded and opportunities for others in Washington's public health organizations to see the new materials.

Be patient but persistent

Change of this nature, like most public health changes, is a long-term venture. Be patient with the process, but also be vigilant and persistent. Keep the Identity-Building Initiative on the PHIP agenda and each organization's management committee for at least 5 years. Encourage others to frequently ask “does this program, product, service, or material fit our identity?” Encourage public health leaders to model the “identity fit assessment,” especially at key meetings and decision points.

Celebrate all victories – small and large

It's easy to become discouraged when a critical mass of change takes such a long time. So it is very important for the Identity Initiative leaders in Washington to celebrate all victories, small and large. It is also important for the leaders to stay in touch with each other, for support, ideas, tool sharing, etc. Develop a support group, or continue to use the PHIP Marketing and Communication Committee meetings, so that those leading this effort will have some support and recognition for a difficult and demanding job.

APPENDIX A

Q-Sort Detailed Findings

A TOTAL OF 37 INTERVIEWS WERE CONDUCTED WITH INDIVIDUALS FROM VARIOUS PROFESSIONAL BACKGROUNDS.

Background or Occupation	# of Interviews conducted
Attendees	9
Business	7
Elected Official	6
GP Tacoma	5
GP Spokane	6
Media	2
Non-Govt. Health	6
Total	41

THE TOTAL NUMBER OF INDIVIDUALS WHO WERE LINKED TO A SPECIFIC POINT OF VIEW (POV)

Occupation or Background	POV A	POV B	POV C
Attendees	2	2	3
Business	3	1	2
Elected Officials	2	2	2
GP Tacoma	2	1	0
GP Spokane	1	2	3
Media	1	1	0
Non-Govt. Health	3	2	0
Total	14	11	10

**6 Participants were not strongly linked to any "POV"*

MESSAGE STATEMENTS TESTED

1. Public health programs -- essential for everyone's health and safety
2. Putting research into action for a safer and healthier Washington
3. On the front lines -- everyday -- for a safer, healthier Washington
4. Public health programs -- Working in ways you've never imagined
5. Information, programs, and partners to help you make healthy choices
6. Protecting Everyone's Health & Safety
7. Protecting all citizens, including the most vulnerable
8. Protecting and improving the health of all people in Washington State
9. Public health programs -- essential investments in the public's health
10. Public health people -- On the front lines for your health and safety
11. State & local health departments -- detecting problems and finding solutions that work
12. Washington's network of local health departments -- working around the clock for your health & safety
13. Public health programs -- Protecting you and your family everydayin hundreds of "quiet" ways
14. Trusted Health Information for Good Decisions
15. Public health agencies -- data driven & prevention focused
16. Public health professionals benefit you everyday, even if you never notice
17. Public health programs -- for information you can count on
18. Health Departments -- Washington's trusted source for health information
19. Good information is the best prevention
20. Health information you can count on, from the experts who know your community
21. Putting information to work for a safer and healthier Washington
22. Health Programs & Partners on the Front Line
23. Healthy communities, healthy families, healthy you
24. In the community, with the community, for the community
25. Your health partner in the community
26. Making your community a healthy place to live, work, and play
27. Improving health in local communities through effective statewide partnerships
28. We're there when you need us -- whether you know it or not
29. Public health professionals -- working behind the scenes for community health
30. Public health programs -- essential for communities to meet their health needs

THEME CONCEPT: ESSENTIAL PROGRAMS FOR IMPROVING THE HEALTH OF ALL PEOPLE IN WASHINGTON STATE
 (STATEMENTS ARE SCORED FROM +3 TO -3)

POV A PERSPECTIVES:

Strong Positive

1. Bottom-line focused on health as an important outcome, results-oriented
2. It is essential for the public to be healthy (in a collective sense)
3. Public health programs are essential in achieving “public health”
4. Using the phrase “public health programs” is ok
5. Using the words, “partners” and “community” are ok

Strong Negative

6. Not effective to use abstract phrasing, they want concrete ways you help achieve their valued goal, and they want more than just information
7. Do not want public health programs, professionals, or agencies to be invisible

	POV A	POV B	POV C
Most Appealing Statements			
8. Protecting and improving the health of all people in Washington State	3	0	1
11. State and local health departments - detecting problems and finding solutions that work	3	3	-2
26. Making your community a healthy place to live, work, and play	3	-1	0
1. Public health programs - essential for everyone's health and safety	2	0	1
9. Public health programs - essential investments in the public's health	2	1	3
21. Putting information to work for a safer and healthier Washington	2	1	0
30. Public health programs - essential for communities to meet their health needs	2	1	0
Least Appealing Statements	POV A	POV B	POV C
18. Health Departments -- Washington's trusted source for health information	-2	3	1
22. Health Programs & Partners on the Front Line	-2	-3	-1
24. In the community, with the community, for the community	-2	-1	-3
25. Your health partner in the community	-2	-1	-1
4. Public health programs -- Working in ways you've never imagined	-3	2	2
16. Public health professionals benefit you everyday, even if you never notice	-3	0	3
28. We're there when you need us -- whether you know it or not	-3	-3	2

THEME CONCEPT: INFORMATION THAT WORKS
 (STATEMENTS ARE SCORED FROM +3 TO -3)

POV B Perspective:

Strong Positive

1. They value information for making good decisions
2. The information must be trustworthy and should be USED for decisions, action, programs
3. They seem to want to be in control and armed with information that works, does something
4. Organization labels seem to work the best when describing who is responsible for the information

Neutral

5. Using phrases with “programs and professionals” seem ok

Strong Negative

6. Do not prefer paternalistic, or “doing it for you” kinds of messages
7. Protection, “on the front lines” don’t work well

	POV B	POV A	POV C
Most Appealing Statements			
11. State & local health departments -- detecting problems and finding solutions that work	3	3	-2
15. Public health agencies -- data driven & prevention focused	3	1	-3
18. Health Departments -- Washington's trusted source for health information	3	-2	1
4. Public health programs -- Working in ways you've never imagined	2	-3	2
5. Information , programs, and partners to help you make healthy choices	2	1	-1
14. Trusted Health Information for Good Decisions	2	-1	-2
20. Health information you can count on , from the experts who know your community	2	0	-2
Least Appealing Statements	POV B	POV A	POV C
3. On the front lines -- everyday -- for a safer, healthier Washington	-2	-1	0
6. Protecting Everyone's Health & Safety	-2	0	0
13. Public health programs -- Protecting you and your family everyday -- in hundreds of "quiet" ways	-2	1	3
27. Improving health in local communities through effective statewide partnerships	-2	0	-2
10. Public health people -- On the front lines for your health and safety	-3	1	1
22. Health Programs & Partners on the Front Line	-3	-2	-3
28. We're there when you need us -- whether you know it or not	-3	-3	2

THEME CONCEPT: PROTECTING YOU AND YOUR FAMILY EVERYDAY

(STATEMENTS ARE SCORED FROM +3 TO -3)

POV C Perspective:

Strong Positive

1. Feel good language appeals to them, they like imaginative, “big picture”, and “abstract outcomes” phrasing
2. They want to feel safe, even if they don’t see you
3. Public health programs are a positive way to talk about Washington’s PHA work
4. They seem very interested in personal relationships (you and professionals), not organizations

Neutral

5. Using organizational labels, like State and Local Health Departments or Agencies is ok, but not strong
6. Using information may be ok, if used with imaginative phrasing (see #23)

Strong Negative

7. The issue isn’t necessarily the problem (see #18 and #19), it’s that these phrase seem cold, impersonal, or very specific and concrete

	POV C	POV A	POV B
Most Appealing Statements:			
9. Public health programs -- essential investments in the public's health	3	2	1
13. Public health programs -- Protecting you and your family everyday – <u>in hundreds of "quiet" ways</u>	3	1	-2
16. Public health professionals benefit you everyday, <u>even if you never notice</u>	3	-3	0
4. Public health programs -- Working <u>in ways you've never imagined</u>	2	-3	2
23. Healthy communities, healthy families, healthy you	2	1	0
28. We're there when you need us -- <u>whether you know it or not</u>	2	-3	-3
29. Public health professionals -- working <u>behind the scenes</u> for community health	2	0	0
Least Appealing Statements	POV C	POV A	POV B
11. State & local health departments -- detecting problems and finding solutions that work	-2	3	3
14. Trusted Health Information for Good Decisions	-2	-1	2
20. Health information you can count on , from the experts who know your community	-2	0	2
27. Improving health in local communities through effective statewide partnerships	-2	0	-2
7. Protecting all citizens, including the most vulnerable	-3	0	-1
15. Public health agencies -- data driven & prevention focused	-3	1	3
24. In the community, with the community, for the community	-3	-2	-1

**CONSENSUS STATEMENT SCORING
RECOMMENDED OVERARCHING THEME CONCEPT**

“Washington’s public health agencies – Always Working for a Safer and Healthier Washington”

Positive Consensus Statement (at least 2, 0, 1)	POV A	POV B	POV C
9. Public health programs -- essential investments in the public's health	2	1	3
8. Protecting and improving the health of all people in Washington State	3	0	1
1. Public health programs -- essential for everyone's health and safety	2	0	1
21. Putting information to work for a safer and healthier Washington	2	1	0
23. Healthy communities, healthy families, healthy you	1	0	2
30. Public health programs -- essential for communities to meet their health needs	2	1	0

Negative Consensus Statements (at most 0, -1, -2)	POV A	POV B	POV C
22. Health Programs & Partners on the Front Line	-2	-3	-1
24. In the community, with the community, for the community	-2	-1	-3
25. Your health partner in the community	-2	-1	-1
7. Protecting all citizens, including the most vulnerable	0	-1	-3
27. Improving health in local communities through effective statewide partnerships	0	-2	-2
3. On the front lines -- everyday -- for a safer, healthier Washington	-1	-2	0

Neutral Consensus Statements (1, 0, -1)	POV A	POV B	POV C
2. Putting research into action for a safer and healthier Washington	-1	1	-1
12. Washington's network of local health departments -- working around the clock for your health & safety	-1	-1	1
17. Public health programs -- for information you can count on	-1	1	-1
19. Good information is the best prevention	0	0	0

DIFFERENTIATING OR UNCLASSIFIED STATEMENTS

Strong Differentiating (3 or more points spread between 2 or more factors)	POV A	POV B	POV C
11. State & local health departments -- detecting problems and finding solutions that work	3	3	-2
4. Public health programs -- Working in ways you've never imagined	-3	2	2
5. Information, programs, and partners to help you make healthy choices	1	2	-1
10. Public health people -- On the front lines for your health and safety	1	-3	1
13. Public health programs -- Protecting you and your family everyday -- in hundreds of "quiet" ways	1	-2	3
14. Trusted Health Information for Good Decisions	-1	2	-2
15. Public health agencies -- data driven & prevention focused	1	3	-3
16. Public health professionals benefit you everyday, even if you never notice	-3	0	3
18. Health Departments -- Washington's trusted source for health information	-2	3	1
20. Health information you can count on, from the experts who know your community	0	2	-2
26. Making your community a healthy place to live, work, and play	3	-1	0
28. We're there when you need us -- whether you know it or not	-3	-3	2
Unclassified	POV A	POV B	POV C
29. Public health professionals -- working behind the scenes for community health	0	0	2
6. Protecting Everyone's Health & Safety	0	-2	0

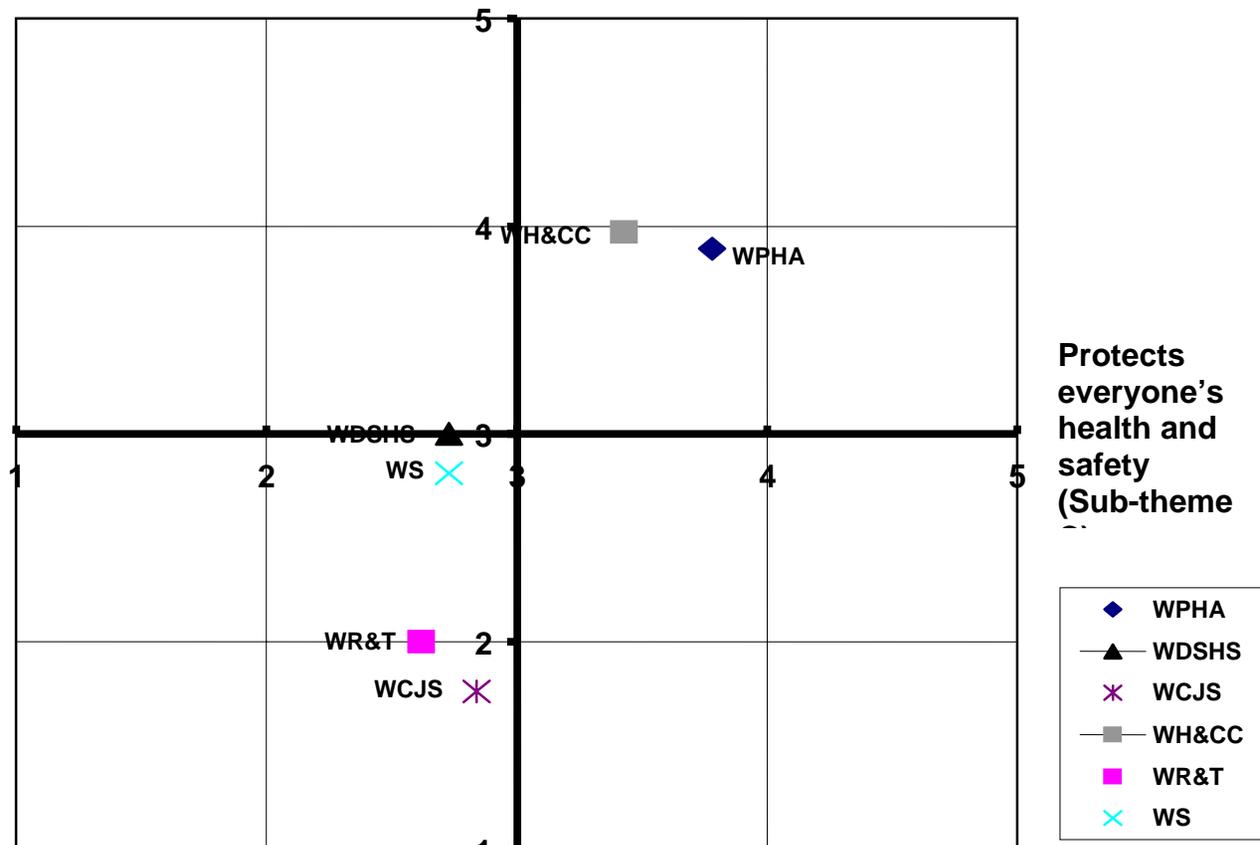
STATEMENTS THAT CONTAIN "WASHINGTON"

	POV A	POV B	POV C
2. Putting research into action for a safer and healthier Washington	-1	1	-1
3. On the front lines -- everyday -- for a safer, healthier Washington	-1	-2	0
8. Protecting and improving the health of all people in Washington State	3	0	1
12. Washington's network of local health departments -- working around the clock for your health & safety	-1	-1	1
18. Health Departments -- Washington's trusted source for health information	-2	3	1
21. Putting information to work for a safer and healthier Washington	2	1	0

APPENDIX B

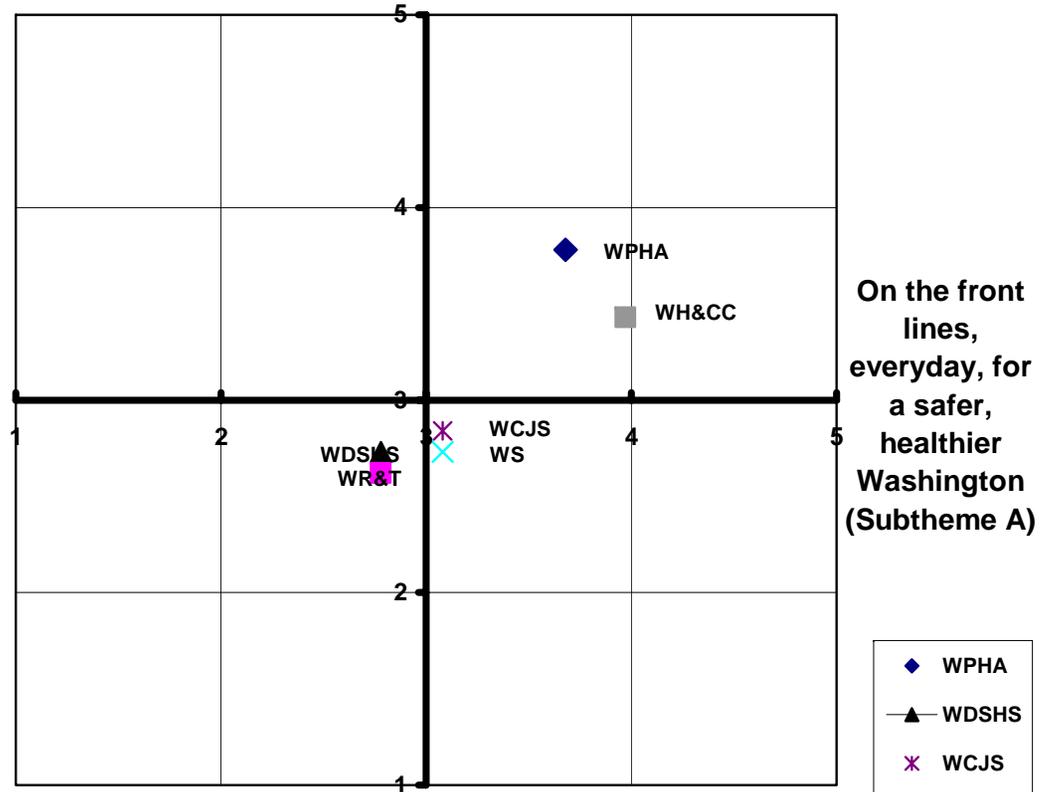
Perceptual Mapping - Detailed Findings

Trusted health information for good decisions (Sub-theme B)



- WPHA** - Washington's public health agencies
- WSHS** - Washington's Department of Social and Health Services
- WCJS** - Washington's criminal justice system
- WH&CC** - Washington's hospitals and community clinics
- WR&T** - Washington's roads and transportation

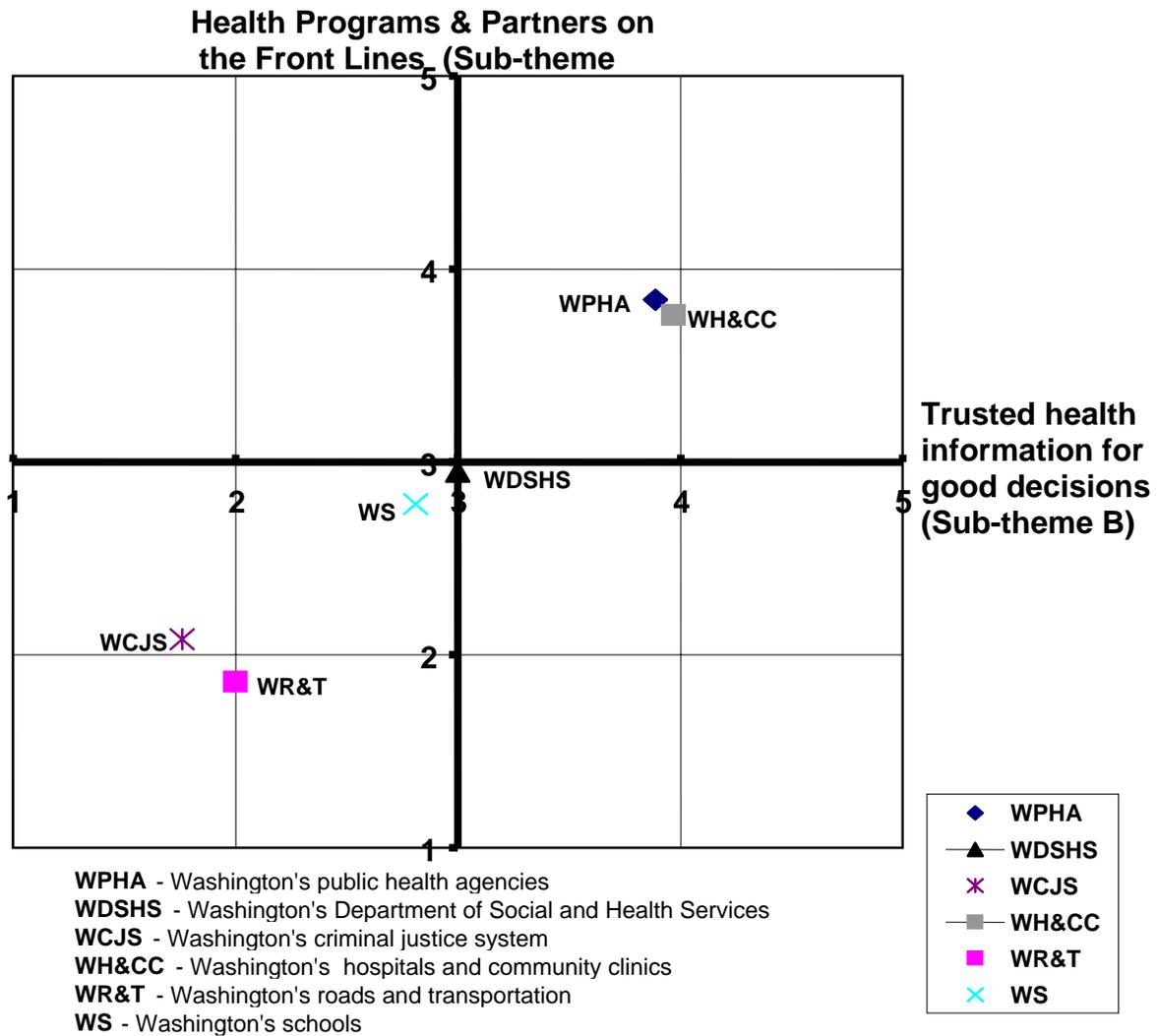
**Protects everyone's health & safety
(Subtheme C)**



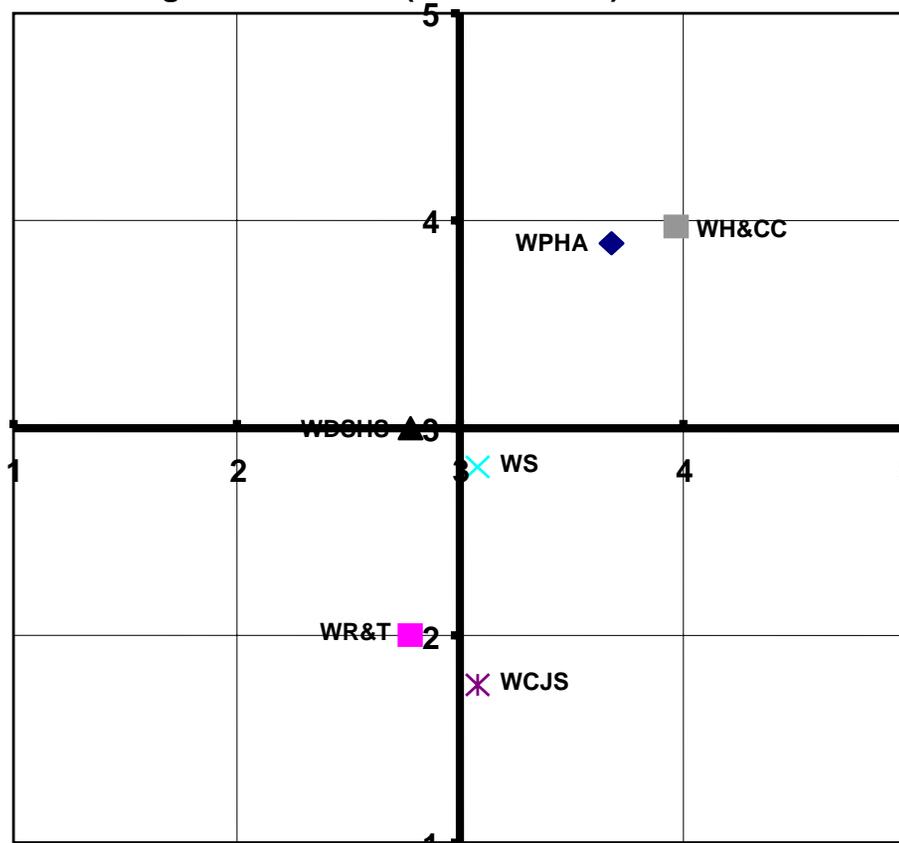
**On the front lines,
everyday, for
a safer,
healthier
Washington
(Subtheme A)**

- ◆ WPHA
- ▲ WDSHS
- * WCJS
- WH&CC
- WR&T
- × WS

WPHA - Washington's public health agencies
WDSHS - Washington's Department of Social and Health Services
WCJS - Washington's criminal justice system
WH&CC - Washington's hospitals and community clinics
WR&T - Washington's roads and transportation
WS - Washington's schools

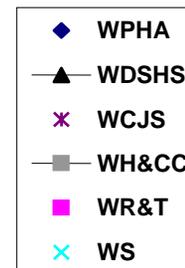


Trusted health information for good decisions (Sub-theme B)



On the front lines – everyday- for a safer and healthier Washington (Second Sub-theme A)

- WPHAs** - Washington's public health agencies
- WDSHS** - Washington's Department of Social and Health Services
- WCJS** - Washington's criminal justice system
- WH&CC** - Washington's hospitals and community clinics
- WR&T** - Washington's roads and transportation
- WS** - Washington's schools



Appendix C

Identity and Branding Glossary

Identity and Branding Glossary

Brand: Programs, products, services, and organizations with a plan for unique and valuable characteristics.

Branding: Active communication of the elements in an identity platform in packaging and product design, brand images, logos, taglines, advertising copy, colors, or auditory cues.

Brand Associations: Anything linked in memory to a brand (Aaker, 1991, p. 109). These associations can include images, auditory signals, text, feelings, thoughts, people, slogans, logos, colors, etc.

Brand Awareness: see name awareness

Brand equity: A set of brand assets and liabilities linked to a brand, its name and symbol, that add or subtract from the value provided by a product or service to a firm and/or to that firm's customers. (Aaker, 1991, p.15)

Brand Identity: Generally defined similarly to identity. (Aaker, 1996, p.68)

Identity-building: the **research and development (R&D)** process that helps determine what an organization does (or wants to do) that is unique and valuable and provides guidance as to how to ensure that the experiences, products and programs that comprise that unique and valuable offer are delivered and accurately communicated to stakeholders

Identity: The intended unique and valuable qualities of, the personality of, and the associations with a brand. In this article, identity is meant to convey the successful execution of an identity platform.

Identity Platform: An integrating plan of the elements of an identity, which are discovered through internal and external research and leadership decisions.

Image: External audiences' perceptions of the brand.

Mindshare: An unaided recall of brand names within a specific product category. If only two names are recalled within a category, each is thought to have 50% mindshare of that category.

Name awareness: the ability of a respondent to recognize a brand name from a list of names

Perceived Quality: A customer or potential customer's perception of overall quality of a brand with respect to its intended purpose and relative to alternative products or services. (Aaker, 1991, p. 85). Perception is the key. PQ is not based on actual or objective quality measurement.

Positioning: How a brand is perceived in comparison to its competitors on specific criteria. In this text the criteria are the explicit identity characteristics that leadership has approved for the brand.