

Brand Voice and Writing Guide



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Welcome to the Banner Brand Voice and Writing Guide

Banner has a lot to say. What we choose to talk and write about, and how we choose to say and write it, are important expressions of our brand. They help us communicate who we are as an organization, what matters to us and what we hope to achieve. It's how we tell our story both to the market and within Banner.

To help us tell this story as powerfully and effectively as possible, we've created this Brand Voice and Writing Guide. It's a resource for anyone with responsibility for crafting, editing, producing or overseeing written and spoken content.

If you use words to represent Banner, then this guide is for you

The guide introduces the concept of brand voice and establishes the high-level principles that shape how we use language to represent Banner. From there, it drills down into many of the technical aspects of language use, as well as the process of composing and reviewing Banner-related content.

This guidance will help us achieve and maintain a high standard. It will help make our communications as easy and usable as possible for everyone involved. It will also help improve the impact our communications have: **If your audience understands the message, they're more likely to take action. And, it will help us tell the Banner story in the most powerful way.**

Part 1: Brand Voice Defined: Explanations and Principles

1. What is brand voice and why does it matter?

Brand voice is how we use language to:

- Convey Banner's purpose and intentions;
- Stand out in the marketplace;
- And make a meaningful connection with our audiences.

We often think of voice as the tone of our messages and content, but it also shapes the substance of what we say and write.

Taken all together, brand voice is what we choose to communicate and how we go about it.

Brand voice is the counterpart to other important brand components such as visual identity. It's a powerful tool for shaping the Banner brand experience.

| HIGHLIGHT |

Brand voice is important for how we communicate with our customers and the market. It's equally important to how we communicate with each other. We want the Banner voice to resonate through all our communications. This is a mark of an authentic brand — what you see and hear outside is the same as what's happening inside.

2. Brand voice, brand strategy and Sofia



Just as with the visual elements covered in these guidelines, we use our brand voice to bring our strategy to life and to make a strong, meaningful connection with Sofia.

How we use language reflects our Values and our Mission: Making health care easier, so life can be better. The spirit of our Mission should infuse everything we say and write. With our voice, we use language to connect with our customers — with Sofia and her family. We also use it to connect with each other within Banner, all those who work for us or with us. It's how we demonstrate Banner's personality, by conveying information and offering perspective in a way that reflects our brand attributes of Simple, Clear, Trusted, Understanding and Full of Heart. When done right, our voice creates an unmistakable sense of "Banner-ness" that permeates all our communications within the organization and in the marketplace.

| HIGHLIGHT |

Sofia isn't just a persona that embodies our customers, she also represents many of our own people. When shaping both our external and internal communications, it's helpful to keep Sofia in mind.

3. Reflecting the spirit of our brand

Banner's communications cover a wide range of topics, ideas, events and more. The sheer size of our organization, and the significance of our work, results in a rich world of content that's always growing and evolving. But, at the heart of it all are two key sources of inspiration:

OUR MISSION

Making health care easier,
so life can be better.

EXHALE

Our external brand
advertising campaign.

3. Reflecting the spirit of our brand



Here's a quick look at how each helps to shape what we say and how we say it – our voice.

The Mission at the heart of it all: Making health care easier, so life can be better.

Banner is telling a story about health care itself — how it can be made easier, so life can be better. We'll make sure that both come through in the content we create.

Sometimes the two work together naturally: Easier is, quite simply, better.

But, the “better” part of our message goes even further. It's where we create true and lasting emotional impact. Our communications should both reflect an easier way to get health care and tell a story of all the things that “better” can mean as a result.

| USAGE TIP |

Whenever we quote the Mission statement word-for-word, we write it as follows:

Making health care easier, so life can be better.

Banner is telling a story about health care itself — how it can be made easier, so life can be better.



3. Reflecting the spirit of our brand

Why Exhale?

You've seen the ads, the screensavers, the billboards, the graphics on trains and buses: "Exhale" seems to be everywhere.

But, what does it say about how we operate and how we communicate? What does it mean for our voice, for the way we use words to create connections within our organization and beyond?



Simply put, exhale is relief. It's peace of mind. It's comfort. It's the one thing we can offer people in an uncertain world filled with plenty of hold your breath moments.



It's the relief of booking same-day appointments online. Or the peace of mind a team of specialists can provide.



3. Reflecting the spirit of our brand

Why Exhale?

It's the end result when health care is easier, and life becomes better. And, it's what we strive to achieve every day. To help people exhale.

Exhale is a promise to the market, to Sofia. But, it's also a promise to ourselves and to each other. With our corporate communications, we reinforce the spirit of Exhale – again, so our inside matches our outside. How can we alleviate more hold your breath moments? How can we make things easier, and life better, for our own people? These are questions that we should keep in mind when we craft content – whether it's for Sofia, our own team members, or both.

While we keep both our Mission and the spirit of Exhale in mind as we craft all content, in internal communications, we will lean more heavily on the Mission. Certainly, our words should give a sense of relief (Exhale), but corporate communications give us an opportunity to align more overtly to our Mission.

4. Our Brand Voice Principles

We have defined a set of five Banner Voice Principles that reflect our brand strategy. All of our content should demonstrate these principles. They will help us ensure a more powerful and consistent voice across our communications while also allowing the flexibility needed to communicate a large, multi-faceted organization.

Principle 1: **Be clear**

Principle 2: **Be genuine**

Principle 3: **Be warm**

Principle 4: **Be in the supporting role**

Principle 5: **Be in context**

| HIGHLIGHT |

In any piece of writing, we try to reflect at least two or three of our Voice Principles. If there's an opportunity to bring in more of them, then all the better.

Principle 1: Be clear

The principle:

If we are to make health care easier, then we must be clear in all we communicate. That means getting quickly to the heart of the matter in every situation. It means addressing issues directly and methodically — thinking them through from Sofia's perspective rather than from our own. We invite her into the material, demonstrating how she and her family can make the most of what Banner has to offer.

Practices that support the principle:

With our content, we:

- Explain thoroughly but succinctly
- Prioritize what Sofia most needs to know, and when
- Make a direct link from information to action
- Stay focused about what we present and show why it matters
- Always explain needed background and link to what comes next

Principle 1: Be clear

Do:

- Get to the point
- Use simple terms
- Be thorough, give complete info
- Establish a logical sequence
- Take time to explain
- Identify next steps to be taken

Don't:

- Bury the headline
- Be vague or imprecise
- Give unnecessary details
- Present info out of context
- Assume that Sofia already knows
- Forget to communicate the follow up

Principle 2: Be genuine

The principle:

Health care is different than other products and services. It represents one of the most important decision areas for an individual or family: It combines both aspiration and gravity. That's why when we engage with Sofia, we keep things genuine and real. We are positive and encouraging but also make sure to stay grounded. There's no place for marketing 'hype' in our business, only authentic engagement.

Practices that support the principle:

With our content, we:

- Acknowledge and ease obstacles and challenges
- Convey a balanced sense of optimism
- Are careful not to exaggerate or add unnecessary drama
- Find ways to express what's different about Banner in substance and style
- Earn trust and instill confidence by sharing things as they are

Principle 2: Be genuine

Do:

- Use everyday language
- Show that we care
- Speak to emotions and intellect
- Build interest into the material
- Acknowledge what Sofia is likely to be feeling

Don't:

- Speak "down" to Sofia
- Be overly sentimental
- Forget to balance fact and feeling
- Use hyperbole or be dramatic
- Resort to cliché — or be presumptuous

Principle 3: Be warm

The principle:

We write and talk human to human. Even when we're sharing clinical expertise or technical information, we remember that there's a real person at the receiving end. Especially as health care becomes more digitally enabled, we find ways to ensure that the personal element comes through. We know that health care can raise big questions and a range of emotion – and we want to be a steady, reassuring presence.

Practices that support the principle:

With our content, we:

- Demonstrate human warmth, not corporate coolness
- Use real, everyday language wherever possible
- Always remain respectful and professional
- Acknowledge the emotional as well as practical implications
- Inspire and engage Sofia and family to pursue their best health

Principle 3: Be warm

Do:

- Be friendly
- Relate in a human way
- Sound like a real person
- Fit tone to channel; e.g., social media can be more informal
- Strike an upbeat tone

Don't:

- Be overly familiar
- Forfeit our expert position
- Use unnecessary medical jargon
- Forget to keep it professional regardless of channel
- Be glib, especially when addressing serious health issues

We write and talk human to human. Even when we're sharing clinical expertise or technical information, we remember that there's a real person at the receiving end.



Principle 4: Be in the supporting role

The principle:

Banner is not the point. Sofia is. Sometimes, she simply needs the facts so that she can decide. At others, she needs a bit more guidance to make sense of complex situations. But, always, she should feel that this relationship is about her, not about us. We're not just here for her; we're here because of her. Banner exists because Sofia needs a Banner, and we craft all communications to address that need.

Practices that support the principle:

With our content, we:

- Frame content based on what Sofia needs to know
- Present the facts but leave the deciding to Sofia
- Make sure Sofia knows what we provide and how to access it
- Start with Sofia's point of view and present material accordingly
- Find opportunities to invite input/participation rather than just presenting info

Principle 4: Be in the supporting role

Do:

- Address Sofia directly with "you"
- Ask questions and give answers
- Provide options where possible
- Leave decisions to Sofia
- Present all relevant considerations
- Highlight trade-offs, including pros and cons

Don't:

- Explain Sofia to herself
- Rely only on declarative statements
- Be afraid to provide expert guidance
- Presume to know what she'll choose
- Be afraid to have a point of view
- Over-simplify options and choices

Principle 5: Be in context

The principle:

Health care is an essential part of living well and fully. Being an important part of Sofia's life means that we seek to understand that life and speak to it as productively as possible. We know that Banner is just one of the many relationships that Sofia is managing. So, we seek to maximize our relevance to her life — being very present where and when it counts, and taking obstacles (and even ourselves) out of the way wherever we can.

Practices that support the principle:

With our content, we:

- Explain not just what we do, but also why it matters to Sofia
- Present information based on how it connects to real life
- Refrain from communicating solely to promote ourselves
- Signal how our innovations/improvements benefit Sofia
- Introduce new ways that we can have a positive impact for Sofia

Principle 5: Be in context

Do:

- Address health in all its aspects
- Be considerate of Sofia's time
- Show how much we can do
- Connect health to the rest of life
- Highlight what's valuable about us
- Highlight how we always advance

Don't:

- Limit health to treating illness
- Take up too much space
- Suggest that we can do it all
- Present health in a vacuum
- Be boastful or self-serving
- Forget to connect innovation to how it helps Sofia

Part 2: Writing Guidance: Technical Matters

The Voice Principles defined in Part 1 of these guidelines establish our overall approach to language. They set the basic spirit and tone of our communications. In support of these Voice Principles, and to help ensure that we communicate as consistently and clearly as possible, we also follow a range of guidelines and rules that shape how we write and communicate at a more detailed level.

1. AP Stylebook and exceptions

At Banner, we use the AP Stylebook for the mechanics of writing. It establishes rules for grammar, punctuation and basic content construction. Whenever you have a question about writing, refer to this Banner Voice and Writing Guide and to the AP Stylebook.

For the most part, the two resources work in harmony. However, there are some areas where we do make exceptions to the AP Stylebook. Among these:

- Use % not percent.
- MyWell-Being (no space between My and Well-Being, hyphen, caps in all references; follow same format for pillars).
- For references to ECHO – we use the acronym first and then spell out the name in parenthesis on first mention, and just the acronym thereafter.
- State names: If the state name immediately follows the city name in a sentence, abbreviate the state name using USPS-approved state name abbreviations.
 - i.e., Torrington, WY.

2. Banner-specific technical guidance

Basics

- **Use conversational language.**

Imagine having a real conversation with someone and write with language you would use in that situation. As part of this we don't use medical or business jargon, except where specific terms are necessary for precision and clarity. We don't use corporate or cold language.

| **HELPFUL TIP** |

While we use conversational language, we always keep things professional.

- **Use active voice.**

Active voice means sentences where the subject does the action indicated by the verb. Passive voice means sentences where the subject receives the action of the verb. For example:

Active voice: The pilot flew the plane.

Passive voice: The plane was flown by the pilot.

| **HELPFUL TIP** |

We don't disallow the passive voice completely. There may be situations where the passive voice is a better fit or where we use it to vary our phrasing to create a more interesting read. But, for the most part, we stick with the active voice.

While we use conversational language, we always keep things professional.



2. Banner-specific technical guidance

Basics

- **Write in second person (“you”) wherever possible.**

In keeping with our Voice Principles of “Be Warm and Be Genuine,” we speak directly to the audience using the second person voice wherever possible. For example:

External: We’re always looking for ways to make it easier for you to find the care you need.

Internal: We’re making sure that you have access to the tools and resources you need.

| HIGHLIGHT |

For internal communications, we also frequently use the first person plural (“we,” “us”). This can help create a warmer, more inclusive feeling. For example:

The policies we put in place are designed to create a workplace that works better for all of us.

- **If using medical or technical terms, define them.**

Our Voice Principle of “Be in Context” means that we meet the audience where they are; we don’t assume that they know or are familiar with medical or technical terms.

- **When referring to our Mission, Values or Purpose, each of these terms should always be capitalized.**

- **Don’t use exclamation points or all uppercase to emphasis a point.**

This is to avoid the idea of shouting or yelling.

- **Refrain from using Oxford/serial commas**

For example, we would write X, Y and Z not X, Y, and Z.

- **Use underlining only to indicate a hyperlink.**

2. Banner-specific technical guidance

Basics

- In internal communications, use “Banner” on first reference, “our” thereafter.
Exception: MyWell-Being.
- **bannerhealth.com not BannerHealth.com.**
In email and all URL references..
- **Journey – old employer proposition, no longer using.**
May still have references to your journey at Banner but should not be capped.
- **Keyword search format – words should be bolded.**
 - i.e. keyword: **Style Guide.**
- **Acronyms.**
Spell out location/proper name followed by acronym on first reference and then use acronym on second and subsequent references.
 - i.e., Mary Banner is a program manager at Banner Baywood Medical Center (BBMC).
When she's not working at BBMC, she likes to run marathons.

2. Banner-specific technical guidance

Word choice

One of the ways we help to maintain a strong brand voice is by using consistent terminology. There are a number of key terms that come up frequently in our communications given the nature of our organization and industry. The following list highlights many of these, in some cases contrasting them to terms we will avoid.

We use:

- **Customer** rather than patient.
Banner has chosen to use "customer" (and sometimes "consumer") as our preferred umbrella term. This is simply because Sofia spends the most time in customer mode, and it is the most-relevant term across her engagement with Banner. Many other leading health systems have adopted this same language, for the same reasons.
- **Team member and Team** rather than employee.
In internal communications, we use "team member" and "team." In external communications, we use "employee."
- **Team leader** rather than leader or manager.
In internal communications, we use "team leader." In external communications, we may use more general terms like "leader" or "manager."

2. Banner-specific technical guidance

Word choice

- **We, our, Banner** rather than Banner Health or organization.
In keeping with our Voice Principles of "Be Warm" and "Be Genuine," we speak directly to the audience using the second person voice wherever possible.
- **Entity** rather than facility.
Banner has a number of entities – hospitals, clinics, urgent cares, imaging and more. A facility used to mean a hospital, however, entity is more encompassing of our integrated health care delivery system.
- **Physicians and APPs** rather than Providers.
On first mention, use Physicians and Advanced Practice Providers (APP).
On second mention, use Physicians and APPs.
- **Share/connect** rather than communicate.
This helps to reinforce our Voice Principle of "Be Warm."
- **EHR** (electronic health record) rather than EMR (electronic medical record).
While both are used in the industry, for consistency throughout Banner, we use EHR.
- **Health care** rather than healthcare.
Exception: if used in a proper name.

2. Banner-specific technical guidance

Word choice

- **Nonprofit** rather than not-for-profit.
- **Systemwide** rather than system wide or enterprise, enterprise-wide.
- One word, lower case **webpage** rather than Web page or website.
- Small "i" **internet** rather than Internet.
- **website.com** rather than Website.com.
- **Employee website** rather than intranet.
- **Resource page** rather than intranet page.

2. Banner-specific technical guidance

HR/Benefit-related terms

- **Workers' Compensation** not Worker's.
- **Time Off Plans** instead of PTO.
Unless speaking specifically of PTO — there are several time off plans.
- **Non-tobacco user** discount not non-smoker.
- **Tobacco-free workplace** not smoke-free workplace .
- **Qualifying Life Event** (QLE) not qualifying event or life event.
- **Open Enrollment** (capped if referring to the event) not annual enrollment.
- **Health Care Flexible Spending Account** not Medical Flexible Spending Account .
- **Biometrics screenings** not biometric screening.
- **Onsite** not on-site.
- **Paycheck** not pay check, but pay stub.
- **Social Security number** (SSN), don't cap number.
- **Benefit plans** (medical plan, vision plan, etc.) instead of insurance (exception is life insurance).
- **Pre-certification.**

2. Banner-specific technical guidance

HR/Benefit-related terms

- **First-Dollar coverage.**
- **Tax form references.**
Form (#) – Form is capitalized.
box (#) – box is not capitalized: i.e., Form W-2 box 3.
- **FML** vs FMLA (FMLA is the regulation, team member goes out on FML).
- **Performance appraisals** not performance reviews (although leader may review your performance with you).

Mission, Values and Purpose

- **Mission: Making health care easier, so life can be better.**
No “that” – early version was “so that life can be better”.
- **Mission, Values, Purpose.**
Capitalized in all references, hyperlinked on first reference to <http://intranet.bhs.bannerhealth.com/bhsystem/about+us/our+mission+values+and+purpose.htm> (internal communications only).
- **Sofia** – with an “f” not a “ph.”
Link to Sofia’s page on first reference: <http://intranet.bhs.bannerhealth.com/bhsystem/banner's+transformation/meet+sofia.htm> (internal communications only).

Our Mission: Making health care easier,
so life can be better.



2. Banner-specific technical guidance

Numbers

- **Months:** Spell out months when used alone or with a year only.
 - i.e., It can be very busy in November; and November 1992 was the busiest month of all.
 - But with a specific date, abbreviate these months: Jan., Feb., Aug., Sept., Oct., Nov., and Dec., i.e., It's Dec. 8 not December 8 or Dec. 8th.
- **Calendar listings** should be written in order of time, date, place.
 - i.e., The barbecue will be held from noon to 2 p.m., May 15 in the lobby of Banner Corporate Center Phoenix.
- **Use Quarter/Year format**
 - i.e., Q1 2018.
- **Month/Day/Year format** for charts, infographics, etc.:
 - Month, no zero in front if a single digit.
 - Day, no zero in front if a single digit .
 - Year, two digits, omit the leading 20.
 - i.e., 1/3/18, 11/4/18.
- **Phone numbers:** Use hyphens instead of parenthesis and list letters at end of the number.
 - i.e., 602-230-2273 (CARE).

2. Banner-specific technical guidance

Titles

Never capitalize a job title that stands alone. If it isn't followed by a proper name, it is lowercase.

- i.e., She was promoted to vice president of marketing.

Job titles used before an individual's name are capitalized.

- i.e., Vice President of HR Strategy John Banner.
- Job titles used after an individual's name are not capitalized i.e., John Banner, vice president of HR strategy.

Use of MD vs Dr.

- In headlines: Use Dr. first name + last name; i.e., Dr. Mary Banner.
- In first reference in body copy: Use first name + last name, followed by MD or DO; i.e., Mary Banner, MD.
- In all subsequent references in body copy: Use Dr. last name; i.e., Dr. Mary Banner.
- In quotes: When referencing a doctor in a quote, use Dr. last name, i.e., "We'd like to thank Dr. Banner for her many years of service" not "We'd like to thank Mary Banner, MD, for her many years of service."

3. Banner names

We are very careful and precise in how we refer to the different entities and parts of Banner. Please check the names you use against the list located on the employee website under systemwide links titled Facilities.

Part 3: Crafting Content: The Process of Writing

Ok, I'm ready to start composing a written piece, how do I get started?



1. Composing a piece of written content

Remember our Mission

Whether we're crafting content for internal or external audiences, all that we write must be anchored in our Mission: Making health care easier, so life can be better.

When beginning to plan or draft a specific communication, ask yourself:

- How do the ideas, information and actions I'm about to write about relate to our Mission?
- How can I present this material in a way that makes things easier for my audience? How does it make their life (or work) better?

Ground yourself in the Banner Voice Principles

Our five Voice Principles are the heart and soul of the Banner voice, and they shape all our communications.

A Reminder: Our five Banner Voice Principles are:

Be Clear

Be Genuine

Be Warm

Be in the Supporting Role

Be in Context

1. Composing a piece of written content

When crafting content, revisit these principles, and ask yourself:

- Which Voice Principles have the most relevance to what I'm about to write?

| HIGHLIGHT |

While not every principle will have equal relevance each time, we aim to reflect at least two or three principles in every piece of writing. If we can bring in more of them, then all the better.

- How will I bring the relevant principles to life in what I write and how I write it?

Put yourself in the audience's shoes

All five key Voice Principles speak to the relationship between Banner and its audiences, and between writer and reader.

When crafting content, picture yourself in the audience's position, and ask:

- What would I want or need to hear about this topic?
- What should I know, feel or do when I'm done reading?
- What will get, and keep, me interested in this topic?

To help you answer these questions:

- Research your audience. When you know more about your audience, you'll do a much better job communicating with people in a way that works for them.
- Make sure the content and main message are appropriate for your audience's logic, language and experience.
- Use examples (of illness, food, activities, etc.) that are familiar to your audience. Choose images that represent your audience. Plan ahead for the translation process.

1. Composing a piece of written content

Put the most important information first.

- State the purpose up front. It will help the people know what to expect.
- Clarify who your intended audience is. People want to know if the material applies specifically to them.
- Check that the title, subject line or headline supports the main message and overall purpose of the material. This helps people quickly grasp the important information.

Break text up into manageable chunks.

- Use headers to guide readers through the material. People will get the gist of your material even if that's all they read.
- Use bulleted and numbered lists for ease of reading. Lists are easier to scan and read than blocks of text.

Include action steps you want the audience to take.

- Be specific. List action steps in the appropriate order.
- Clearly state what will happen after the reader takes the action(s). People like to know what to expect.

1. Composing a piece of written content

Write in plain language.

- Use active voice.
- Write in a friendly and conversational style — and use contractions.
- Keep sentences and paragraphs short, simple and direct.
- Within a sentence, put the context first.
- Use familiar words and always define medical or technical terms, including definitions where we have to use health insurance jargon.
- If you're using a readability tool, aim for an 8th grade reading level.

Design materials for easy scanning.

- Include lots of white space.
- Use call-out boxes, icons, and other visual techniques to highlight key messages. Be consistent with design elements within a set of communications.

Use type that's easy to read.

- Aim for 12-point font or equivalent (at least 16 pixels for Web content).
- Use appropriate color contrast.
- Avoid formatting copy in all caps.
- Use bold instead of italics or underline for emphasis.
- See the typography section of our visual brand guidelines for further details.

1. Composing a piece of written content

Use visuals that support your content.

- Pick images that support the main message or reflect the target audience. See the visual sections of our brand guidelines for further details.
- Only use tables, charts and diagrams if they help clarify the content. Create easy-to-use forms.

Test your materials.

- First, use these guidelines — then revise your material as appropriate.
- Ask a volunteer to read through your material. If practical, conduct a focus group.
- Use the findings to improve your material.

Be interesting. Clear and simple doesn't mean boring. Perhaps the most important question when crafting content is: Would I want to read this?



2. Digital writing best practices (writing content for “screens”)

One of the most important places we communicate is via digital content. This means any content that is intended to show up on a screen — whether that’s a mobile phone, computer, tablet or other device.

In fact, our digital presence will only become more essential to how we connect with Sofia and with each other. Our brand voice has been developed with both digital and traditional media (paper-based communications, like brochures) in mind. But, when it comes to digital formats, it’s helpful to keep some additional points and practices in mind. For example:

- **Keep it short.** Digital works best with quick reads.
- **Use headers and subheaders** to both engage readers and help guide them quickly through the main points of the story.
- **Use everyday language.** Digital formats tend to be less formal and more conversational than traditional media. Though, we always stay professional.
- **Make use of bullets and lists.** This adds even more speed to the fast read.
- **Highlight actions and follow-ups.** Make sure readers know what to do with the information. What action should they take next?

Part 4: Examples: Brand Voice in Practice

One of the best ways to understand how our voice works is to see it in action. Following are some good examples of communications that bring our voice to life. For each, we've highlighted some of the strong points, and identified the particular Banner Voice Principles that come through most strongly.

HELPFUL HINT: We don't have to emphasize each of our Banner Voice Principles equally in each communication. We always try to reflect at least two or three of our principles in any piece of content. If we can highlight more, even better.

In My Words

“Stories with heart” is a nice way to play off a key Banner metaphor.

The direct, conversational introduction strikes a genuine note at the outset.

The warmth of the language brings through the underlying warmth of the story.

In My Words

In My Words: How one man spreads cheer to many

In our newest way to share [stories with heart](#) from around the system, In My Words, we turn the spotlight and microphone over to you—our team members—to share those special moments, people or experiences that make us proud to be part of Banner.

Up this week: Selima Martin shares how her colleague, Robert Goodrich, sets the inspiration bar high.

“My name is [Selima Martin](#), and I’m a patient transporter at Banner Desert Medical Center (and Dr. Bear Mascot for Banner Health) and I’m sharing an inspirational story about one of my colleagues, Robert Goodrich.

Robert has worked in cafeteria sanitation here for more than 20 years. He greets everyone by name (not an easy task with BDMC’s 2,500+ team), even gives out hugs when they’re feeling down, he ALWAYS leaves people better than he found them. I can’t even explain how much one of his sincere hugs have meant to me when I was down, or not having a great day. He works incredibly hard to keep our cafeteria in tip-top shape and brings such joy to everyone lucky enough to cross his path.

Every year, Robert transforms into “Santa Robert,” spending his own time and money writing cards to more than 400 hospital staff to add a little cheer to their holiday season—this is an incredible act of kindness and takes superhuman effort. He also buys flowers and cards throughout the year for those who might need cheering up, to let them know someone cares about them and is thinking of them.

These examples are just a few ways (out of many) [Robert lights up the halls here with his amazingly kind spirit](#). If anyone deserves to be in the spotlight, it’s my friend Robert Goodrich. There is a reason I’m writing this letter instead of Robert. He is incredibly humble and only does these grand deeds out of the goodness of his heart, for his intense love of serving others and for his extreme fondness of making others happy. He’d move heaven and earth to bring a smile to at least one person’s face.

Robert is our angel...even that is a huge understatement and doesn't do him justice.”

VOICE PRINCIPLES DEMONSTRATED:

- Be clear
- Be genuine
- Be warm

The spirit of “so life can be better” comes through here and throughout the piece.

Just the right amount of detail engages the reader while making for a fast read.

In My Words

In My Words: George Sizemore

For In My Words, we turn the spotlight and microphone over to you—our team members—to share those special moments, people or experiences that make us proud to be part of Banner.

Up this week: George Sizemore, program manager for Supply Chain Management, shares her gratitude for the care her twin grandsons received from the NICU team at Banner – University Medical Center Phoenix (BUMCP).

“My type one diabetic daughter, Nicole, was pregnant with twins at 27 weeks when her water broke. Not only were we all scared for the two babies, but we were also afraid for her as a daughter, sister, wife and mother. I cannot say enough about the care my daughter received from the staff of the antepartum unit and the comfort and attention they gave our entire family. At 30 weeks she had an emergency C-section and gave birth to two beautiful baby boys. Born at 3 pounds 3 ounces, and 2 pounds 4 ounces, they thrived in the BUMCP NICU. The NICU staff was so amazing, knowledgeable and thoughtful, answering all of the questions that calmed our fears. Our family is thankful and blessed, I am proud to work alongside such a caring group of people, from the amazing Supply Chain team to the nursing staff.”

Send your story, in your own words, to ShareYourNews@BannerHealth.com for consideration.

The story begins with genuine emotion, making the piece immediately relatable.

The storyline connects the things Banner does to make life easier to the outcome of life made better — bringing our Mission to life.

VOICE PRINCIPLES DEMONSTRATED:

Be clear
Be genuine
Be warm

Email

To: Distribution
 From: Dennis Bierle, Chief Operating Officer BMG
 Re: Organizational changes to support our growth

Date: 8/9/2019

Banner is investing in growing its reach and impact with a focus on strategic service line growth and significantly expanding its primary care footprint. And Banner Medical Group has a significant role to play in achieving these goals. But to do so means we need to continue our focus on building a highly integrated, high performing, group of choice. Therefore, I'm delighted to announce internal appointments that will support our ability to execute on both Banner's Mission and BMG's vision.

I am excited to announce that Gary Richards has accepted the position of BMG senior director practice advancement, a position with immediate effect and one that recognizes his 24 years of experience spanning strategy, planning, capital development, clinical services, operations management and performance improvement. In this new role, Gary will collaborate with BMG leadership and system partners with our growth, development, planning and advancement strategies across BMG.

At Banner, we take pride in identifying top talent to fill positions from within the organization. Through Banner's development model, ARC, we can both succession plan and determine future movement of our leaders. Gary and Randi are a great example of our ability to do just that. I am confident you share my excitement about the future of BMG. Thanks for your support of Gary and Randi, and for making our aspirations a reality.

Sincerely,

Dennis Bierle

Emotion is infused throughout the piece without going over the top, demonstrating balanced optimism.

Links information with a light call to action: Readers can decide what a show of support might mean for themselves.

Provides an upfront framing statement that provides the context for all that follows.

VOICE PRINCIPLES DEMONSTRATED:

Be clear
 Be genuine
 Be in context

Here We Grow

Context is clearly established right at the outset.

Bullets make for a fast engaging read. And, also call out how we're making health care easier.

HERE WE GROW

Here We Grow: Rehab services

In this edition of Here We Grow, we shine the spotlight on a quickly growing part of Banner's post-acute continuum: The Rehabilitation service line.

What makes up the Rehabilitation service line?

The service line is made up in part by Banner Physical Therapy and Banner Rehabilitation Hospitals — both part of Banner's joint venture with Select Medical, one of the nation's largest owners and operators of specialty hospitals, outpatient rehabilitation centers and occupational medicine health centers.

Banner Physical Therapy

- Largest rehabilitation services provider in Arizona
- 38 locations across Arizona (in Phoenix, Kingman, Payson and Tucson) for our team members and customers to access care conveniently and close to home
- [Click here for more, including a map of locations](#)
- Banner Rehabilitation Hospitals
- Three new, free-standing hospitals:
 - Banner Rehabilitation Hospital – West: Construction complete May 2020 (Opening Q3 2020)
 - Banner Rehabilitation Hospital – Phoenix: Construction complete June 2020 (Opening Q4 2020)
 - Banner Rehabilitation Hospital – East: Groundbreaking TBD
- See construction/progress photos below
- [Click here for more](#)
- [Learn more, watch this](#)

The play on words (here we go, here we grow) infuses warmth and light-heartedness.

Posing a question is not only a way to clearly present information, it conveys a genuine, conversational feeling. Questions and answers are also one of the ways that we play a supporting role.

VOICE PRINCIPLES DEMONSTRATED:

Be clear, Be warm
Be in the supporting role,
Be in context

Banner 20th Anniversary Report

The theme of "so life can be better" is seeded right at the start.

Even though this is a letter from the CEO and the COB, the tone is personal and genuine.

The theme of "so life can be better" is brought in again throughout the piece.

Both the good and the challenging aspects of health care are referenced in a way that is warm and genuine — and shows Banner in a supporting role, and relevant to Sofia's life.

A Message from Peter S. Fine and Michael Garnreiter

In just 20 years, our patients, employees and larger communities have worked together to change lives.

Since Banner Health was founded 20 years ago, we've known that caring for people is at the core of all we do. We've worked tirelessly to heal patients, inside hospitals and out. We've endeavored to nurture future generations of physicians and nurses, so that people can find medical help where they need it, and when. We've helped communities grow by building new and innovative facilities and providing much-needed jobs.

What's amazed me is how much we've achieved in such a short time by working together. We now have a presence in six states and operate 28 acute care and critical access hospitals... In the past decade alone, we've opened two new hospitals and acquired three medical centers. We have expanded—or are expanding—more than 10 facilities.

Talented, dedicated people have always been at the heart of Banner Health, and we've also grown as a team. Our organization is now more than 50,000 employees strong, including 2,000 physicians and advanced practitioners.

By working in partnership with others, we've made the places we live stronger and healthier. This includes our groundbreaking partnership with the University of Arizona in Phoenix and Tucson, which not only advances medical education and research, but also creates a pipeline of health care providers at a time when physician shortages in our country are acute.

In just 20 years, our patients, employees and larger communities have worked together to change lives. We've brought new lives into the world. We've helped those at the end of life leave this earth with grace and peace. And we've celebrated the milestones—which could even be finishing a last round of chemo—every step of the way. We've provided comfort and care to those who've come to us for help.

I'm proud of what we've built, and I know that we couldn't have accomplished all this alone. Together, we're working to bring our Mission to life: making health care easier, so life can be better. Together, we're working to help our communities—and the people who live in them—find relief, peace of mind and an opportunity to exhale.

Sincerely,

Peter S. Fine, FACHE
President and CEO
Banner Health

Michael Garnreiter
Chair, Banner Health
Board of Directors

VOICE PRINCIPLES DEMONSTRATED:
Be clear, Be genuine, Be warm, Be in the supporting role, Be in context

Actual numbers help to lend strength and clarity to the storyline.

The idea of Exhale is used as a powerful emotive culmination of the story.

Email

The email immediately puts the information in the context of the reader's interests and priorities.

Shows Banner in a supporting role to our team members.

From: BH Announcements
 Sent: Tuesday, October 1, 2019 6:59 AM
 To: All BH Employees <AllBHEmployees@bannerhealth.com>
 Subject: INFORM: Important changes to pharmacy benefits

Team Members,

We know that health benefits are important to you and your family. On July 23, 2019, we shared some 2020 benefit changes which include:

- The same great medical plans with an opportunity to earn lower medical premiums via MyWell-Being activities participation
- Reduced dental premiums on the Premier and Value plans
- Improved life insurance rates and voluntary purchase increases
- Roll-over enrollment if no changes are required
- A new, less expensive virtual care solution offered through 98point6 (information will be shared in tomorrow's Banner Buzz)

Bullets convey a quantity of information in a clear and user-friendly way.

Before we begin open enrollment communications, we do want to take this opportunity to tell you in advance of one change that has recently been approved. Effective Jan. 1, 2020 we will be changing our Pharmacy Benefits Manager (PBM) from MedImpact to Aetna.

This change stems from an in-depth evaluation of all benefit vendors and programs, and will result in improved customer service for our team members and overall financial savings. Medical and Pharmacy inquiry will be serviced through the dedicated Banner|Aetna concierge team.

How might this impact me?

- Pharmacy Hub: Our employee benefit plan retail pharmacy hub will change from Walgreens to CVS in 2020. We have a transition period where you may continue to utilize Walgreens through March 31, 2020. Effective April 1, 2020 Walgreens will be out-of-network. Prescriptions will continue to be covered by the plan when filled at Banner Family Pharmacy (retail or mail order), CVS or any of our other networked pharmacies; including Safeway...
- 2020 Pharmacy Options: If you are currently using Walgreens or want to explore other pharmacy options, use this link to find the closest in-network pharmacy you could switch to for 2020. Find your Walgreens in Column B and scroll to the right in the same row to find three nearest in-network pharmacies.

Email

How we're making health care easier, so life can be better — our Mission — is highlighted. In this case it happens to be Banner team members' lives that are made better.

Copy ends with clarity on what to expect, and do, next.

- **Brand Drug Formulary:** With this change, there is a chance that medication formulary adjustments may be required for some brand drugs. Any members impacted by a formulary change will be proactively contacted by Aetna to ensure the transition is properly managed in support of the member's health. No action is required unless you are contacted directly by Aetna later this year to notify you that your prescription will be impacted.

- **Maintenance Medications:** Beginning Jan. 1, 2020, drugs classified as maintenance drugs (preventive drugs taken on a regular basis) will need to be filled by Banner Family Pharmacy (BFP) to be covered by the plan. For member convenience, the Plan will cover the first two fills at networked retail pharmacy locations, but subsequent fills will need to be filled by BFP, either through BFP Retail or the convenient Home Delivery option. **This approach allows us to effectively continue to deliver high quality health benefits at affordable prices.**

If you currently take maintenance medications, visit Banner Family Pharmacy and select "Transfer prescriptions from other pharmacies" for instructions on transferring to one of the convenient Banner Family Pharmacy options now. For home delivery, enter "Chandler" in step one and select BFP Chandler as your pharmacy.

What pharmacy benefits and tools will remain the same?

- Same Pharmacy Benefit plans with the same cost share
- Continued Zero Dollar and First Dollar Maintenance Medication programs
- Enhanced Banner Family Pharmacy app (to load, search "Banner Rx" on App Store or Google Play)
- Maintenance Medication sent right to your door through Banner Family Pharmacy, including a 90-day supply at a reduced rate
- Specialty drug services offered by Banner Family Pharmacy with personalized member services

There will be more information coming soon with open enrollment starting next month. If you have initial questions about these changes, please email Benefits@BannerHealth.com.

Best Regards,
Julie Ann Dubek
Vice President, Total Rewards and HR Shared Services

Potential additional considerations are highlighted in an honest, straightforward way. And actions needed (or in this case, no action needed) are clearly addressed.

VOICE PRINCIPLES DEMONSTRATED:

Be clear, Be genuine,
Be in the supporting
role, Be in context

Stories with Heart

Acknowledges the gravity of the situation in a genuine, measured way.

This whole storyline nicely reflects our Mission: Making health care easier, so life can be better.

Stories with Heart: "He gave me my health back."

After going on an immersion trip to Guatemala to work in an orphanage, 16-year-old Will Graham came home sick—he had pneumonia. He and his family thought he'd recover and maybe sleep it off, but after three months he only got sicker. "I started having GI problems, and testing was inconclusive," Graham recalls.

"I realized I was one of those cases that was not going to be easily diagnosed."

He continued suffering for almost a year, losing 60 pounds, and was treated by eight different doctors without hope for a diagnosis or cure. Somehow, while battling with his health mystery, he made it through every single day of school and maintained straight As.

Finally, his family turned to Banner Diamond Children's Medical Center in Tucson and pediatric gastroenterologist Fayez Ghishan, MD, and everything changed. As Graham shares, within two minutes of walking in Dr. Ghishan said, "You have one of two things, we're going to do testing and we're going to make you better."

Slowly but surely, he recovered from his chronic illness. In fact, to pay it forward Graham has logged more than 400 volunteer hours closer to home at B-UMCP.

"Dr. Ghishan is someone that means so much to me and my family, someone who gave my health back to me, someone who has dedicated years and years of his life to pediatric research and his mission is to take the pain off the face of every mother with a sick kid in the state of Arizona and put a smile back on their face," Graham explains. "And that means everything to me. So, thank you."

Clearly sets up the context.

VOICE PRINCIPLES DEMONSTRATED:

Be clear
Be genuine

Stories with Heart

An interesting angle on how Banner is making health care easier, so life can be better. Shows that there can be some unexpected applications of our Mission.

Stories with Heart: Housekeeper to medical technician

Maria Chavez spent seven years working as a housekeeper at Community Hospital -Torrington in Wyoming, but after a recommendation by her mother-in-law, she decided to change her career path and set her sights on becoming a medical technician.

Turns out, Banner made a \$60,000 donation to Eastern Wyoming College to begin educating nurses in Torrington.

Chavez, who receives tuition assistance, enrolled in night classes and travels to the local campus after her workday to continue striving toward her medical dreams. She says it's never too late to pursue your passions.

"Make sure to always work hard," says Maria Chavez, ED technician. "Dedicate yourself and believe in yourself. Just know that anything is possible as long as you set your mind to it, continue on and never give up."

Eastern Wyoming College is expecting their first round of graduates to walk across the state in spring of 2021.

A quote is a great way to infuse human warmth, and also express a higher-order principle in a real and genuine way.

VOICE PRINCIPLES DEMONSTRATED:

- Be clear
- Be genuine

Leader Priority Planner

Leadership Priority Planner entries emphasize clarity, with information conveyed as concisely as possible. They let readers know what is asked of them in terms of follow-up, as well as where and how to find additional resources. There may be opportunities to inject some warmth quickly as well, as with the rhyming phrasing of “No flu for you” in the first entry, here.

NO FLU FOR YOU – GET YOUR FLU SHOT EARLY 5 MIN.

Update: Flu season is upon us and it’s essential that we protect our team members, customers and communities. All team members, providers and volunteers must get a flu shot or have an approved medical/religious exemption on file by 11:59 p.m. (MST) Dec. 4, 2019, to continue working for Banner.

Ask/Resources: Visit the No Flu For You resource page on the employee website for: Flu shot schedules, FAQs, Exemption forms and New CDC recommendations on egg allergy and flu vaccination. For questions, email: NoFluForYou@BannerHealth.com.

FALL TUITION ASSISTANCE APPLICATIONS DUE OCT. 22 5 MIN.

Update: Team members applying to Tuition Assistance Program must submit their program applications on the EdAssist Portal by 11:59 p.m. PST on Oct. 22. If approved, team members will be reimbursed for courses starting after Dec. 15, 2019

Ask/Resources: Direct team members who are applying to the Tuition Assistance resource page on the employee website for program requirements and application tutorials. Team leaders please use leader instructions to approve applications at the first level.

HR Bundle

HR Bundle entries emphasize clarity, with information conveyed as concisely as possible. They let readers know what is asked of them in terms of follow-up, as well as where and how to find additional resources.

HR STRATEGY UPDATES

Update: To better prepare our leaders for project completion, HR Routines and tools have been updated.

Ask/Resources: HR project owners should plan to attend HRLT for project feedback and approval when the project is at 50% completion. A check-in on project status and department strategy will now be included in discussion at all site visits and Team Brown Bags.

NEW: BANNER STAFFING AND TALENT ACQUISITION DASHBOARD TOOLS

Update: New Banner Staffing Services (BSS) and Talent Acquisition tableau tools are available to assist with tracking of staffing requests and planning for core/winter staffing needs.

Ask/Resources: Review the tools and familiarize yourself with the new Open Positions Dashboard and new Supplemental Labor Fulfillment Dashboard. Additionally, there's a Winter Request Dashboard and Workforce Planning tool available. Contact BSS and Talent Acquisition leadership for more information.

Part 5: Content Submission Templates and Procedures

Within Banner, there are many channels for communicating and sharing timely content and news. As you think about how to connect with the rest of the organization, consider the following helpful advice on what kinds of content work best.

1. Banner Buzz articles

Purpose:

Share major news and announcements that affect all or most team members

Audience:

All Banner team members

Frequency:

Weekly (every Wednesday)

Examples:**A good fit for Banner Buzz**

- Changes to HR software
- Announcement of Open Enrollment
- Cold/flu season visitor restrictions/masking in effect at all Banner hospitals
- New software/tools/programs/locations/web pages available for our customers
- Merger/acquisition announcements/updates
- MyWell-Being reminders
- Customer stories (with permission from all involved to share internally)

Not a good fit

- A new hospital CEO hired, retirement announcement (This would be OK for People Page.)
- Announcements that are only applicable to a specific, narrow audience (ie: providers, urgent care teams, HR, managers)
- Coming soon/heads up articles (we share when things are live, action-item related)
- Entity-specific award received (This would be OK for the People Page.)

For content submission deadlines and to download instructions and templates for submitting items to the Banner Buzz, please email shareyournews@bannerhealth.com.

2. Leader Priority Planner (LPP)

Purpose:

Monthly priorities aligned to organizational strategic plan and priorities

Audience:

Banner leaders

Distribution list used is populated using supervisor code. Contact IT if you're a leader who is not on the list.

Frequency:

Monthly

Considerations:

- Topics should align with the organizational strategic plan and priorities.
- Ideally, topics should be applicable to a minimum of 30 percent of the organization and ask leaders to take action or cascade information to team members.
- All topics are submitted for review with final approval of inclusion by senior leadership.
- Content is finalized in advance for each issue.
- A template is used to ensure content is concise.

For content submission deadlines and to download instructions and templates for submitting items to the Leader Priority Planner, visit the employee website, keyword search: **Leader Priority Planner**.

3. CEO newsletters

Purpose:

To support acute care CEOs with systemwide messaging for their entity newsletters

Audience:

Entity team members

Frequency:

Dependent on CEO

Considerations:

- Topics are organizational in nature and support the system's overall strategic plan and top priorities while impacting the majority of team members.
- Topics are reviewed to ensure alignment and are consolidated into one email and sent to CEOs for consideration to use. It is up to their discretion to use or alter messaging provided to them.
- All requests should be submitted by the third Wednesday of the month.

For content submissions please reach out to Kyla Callison at Kyla.Callison@bannerhealth.com.

4. HR Bundle

Purpose:

Bi-weekly priorities aligned to HR business strategy

Audience:

All HR team members

Frequency:

1st and 3rd Monday of the month

Considerations:

- Topics are most closely aligned with what HR Business Partners and HR Consultants are asked to communicate with their leadership teams.
- Content is finalized in advance for each issue (i.e., content submissions are required the Monday prior to the next edition).
- A template is used to ensure that content is concise.
- All support documents for topics are posted by the requestor in a Sharepoint site that all HR team members have access to.
- Content should be submitted the Thursday prior to each first and third Monday.

For content submission deadlines, templates and instructions for submitting items visit the HR SharePoint. If you are not an HR team member and would like to make a submission, please email corporatecommunications@bannerhealth.com. *Please note: only HR team members will be able to access this site.

5. Graphic/video support

Purpose:

To support systemwide projects guided by Banner's strategic plan and top priorities.

Audience:

All Banner team members

Frequency:

As needed

Considerations:

- Graphic/video support aligns to systemwide priorities.
- Should a graphic/video request not fall within our scope, we can assist in identifying vendor support (costs associated would be the responsibility of the requesting department/entity).
- A DIY Media Kit may be available to assist teams in creating their own video.
- Requestor will be required to complete an in-take form.

For assistance please contact Kyla Callison at Kyla.Callison@bannerhealth.com.

Part 6: Checklist Tool for Crafting and Reviewing Content

Whether we're creating written content or reviewing it, one of the most important things we do as communicators is to make sure we stay "on voice." To help make sure that all our written communications reflect the principles and practices laid out in these guidelines, we have created a short, helpful checklist tool. Use the tool to keep you on point when creating written content or as an objective reference when reviewing or editing written content.

Pre-checklist

Before you start:

The first step in good communication is to answer the question: Am I ready to communicate?

To help you decide, ask yourself:

- Do I have a clear, specific topic to write about?
- Have I identified the audience or audiences I want to reach?
- Am I ready to let the audience know what they should know, feel or do after reading?
- Have I received input and/or approval from any other stakeholders?

If you answer “no” to any of these questions, take a little time to get the answers before starting to write.

If you answer “yes” to all of these questions, then go ahead and begin crafting content.

Checklist

As you write or review:

Brand considerations:

- Does the written content support the Banner Mission: Making health care easier, so life can be better?
- Does the written content demonstrate and align with our brand attributes: Simple, Clear, Trusted, Understanding, Full of Heart? (It's fine if content amplifies certain attributes over others, but always try to reflect at least two or three.)
- Does the written content demonstrate and align with our Banner Voice Principles of: Clear, Warm, Genuine, In Context and In a Supporting Role? (Remember, we always try to reflect at least two or three of the principles in any piece of writing.)

Audience considerations:

If the written content will be in an externally-focused communication — that is to customers, the general public and any others outside of Banner — then we think about it from the perspective of Sofia:

- Is the content relevant to Sofia and likely to engage her?

If the context will be used in an internally-focused communication — that is for Banner team members — then we think about it from an additional perspective. We still write with Sofia in mind. Not only is she the one we ultimately serve, but there are also a lot of Sofias within Banner itself. However, to make sure internal content is as focused as possible, we also ask:

- Is the content relevant to our specific internal audiences and likely to engage them?

Checklist

Basic communication considerations:

- Have you made sure that the content aligns with the technical writing practices outlined in these guidelines, including grammar, per the AP Stylebook, Banner exceptions to the Stylebook, usage of key terms, etc.?
- Is the overall message or storyline clear and compelling?
- Have you incorporated all the facts and context to make a strong case?
- Is it clear what the audience should know, feel or do after reading the piece?
Have you included a clear call-to-action?

And finally...

Just a good question to ask yourself before submitting any written content for publication:

- Would I want to read this?

Does the written content support the Banner Mission: Making health care easier, so life can be better?



Part 7: Links and Resources

If you have questions about using our brand voice to communicate, please email:

- corporatecommunications@bannerhealth.com (internal)
- design@bannerhealth.com (external)